



## **Response to Request for Proposal for Investment Banking/Bond Underwriting Services**

### **RBC Capital Markets, LLC**

100 2<sup>nd</sup> Avenue South, Suite 800  
St. Petersburg, FL 33701

Julie Santamaria, Director  
(727) 895-8871 | [julie.santamaria@rbccm.com](mailto:julie.santamaria@rbccm.com)

Matthew Sansbury, Director  
(407) 867-6371 | [matthew.sansbury@rbccm.com](mailto:matthew.sansbury@rbccm.com)

September 13, 2022



Capital  
Markets

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#### Disclaimer

RBC Capital Markets, LLC ("RBCCM") seeks to serve as an underwriter on a future transaction and not as a financial advisor or municipal advisor. The information provided is for discussion purposes only in anticipation of being engaged to serve as an underwriter. The primary role of an underwriter is to purchase securities with a view to distribution in an arm's-length commercial transaction with the issuer and/or the obligor. The underwriter has financial and other interests that differ from those of the issuer and/or the obligor. RBCCM is not recommending an action to you as the municipal entity or obligated person. RBCCM is not acting as an advisor to you and does not owe a fiduciary duty pursuant to Section 15B of the Exchange Act to you with respect to the information and material contained in this communication. RBCCM is acting for its own interests. You should discuss any information and material contained in this communication with any and all internal or external advisors and experts that you deem appropriate before acting on this information or material.



September 13, 2022

Tanya Quickel  
Deputy Village Manager  
12300 Forest Hills Blvd.  
Wellington, Florida 33414

Ana Acevedo  
Director of Administrative and Financial Services  
12300 Forest Hills Blvd.  
Wellington, Florida 33414

Dear Tanya and Ana:

RBC Capital Markets, LLC ("RBCCM" or the "Firm") is pleased to submit our response to the Village of Wellington's Request for Proposal for Investment Banking/Bond Underwriting Services. The following points highlight the key reasons why RBCCM should be selected as senior managing underwriter.

### Thoughtful Structuring and Rating Considerations.

RBCCM fully understands the Village's financing needs and is committed to working with the Village and its financial advisor to determine the most cost-effective financing structure possible. RBCCM's assigned team of local professionals will work with the Village and its financial advisor in developing a credit rating strategy that highlights the overall credit strengths of the surrounding community and, more importantly, the individual credit strengths of the Village which include a large and diverse tax base, solid general fund liquidity levels, low debt, significant revenue raising capacity, and strong management practices. Based on all of these factors, **RBCCM is confident that the proposed Series 2023 Bonds can achieve an AA+ rating from S&P and we believe that the Village has an excellent case for a AAA rating based on our in-depth analysis of Florida covenant to budget and appropriate debt and experience with similar Florida credits.**

### Florida Financing Team with Direct Experience.

Over the last 55 years, RBCCM has assisted with bringing 1,047 financings totaling \$57.8 billion to market for issuers in the tri-county South Florida region as underwriter or financial advisor. We most recently served as senior manager on Broward County's \$123.7 billion Port Facilities Revenue Bonds, Series

2022 (AMT). We have also served as senior or co-manager to Cutler Bay, Davie, Lauderhill, Miami Lakes, Lauderhill, Oakland Park, Riviera Beach and Tamarac. We are currently serving as sole manager to Golden Beach and co-manager to Miami-Dade County and the School Board of Palm Beach County on transactions scheduled to price later this year. RBCCM offers the Village skilled and knowledgeable public finance professionals with over 190 years of combined experience serving the needs of state and local governments throughout the country. **Julie Santamaria**, Director, and **Matthew Sansbury**, Director, who was born and raised in Palm Beach County, will serve as lead bankers to the Village with **Alex Bugallo**, Director, providing banking support. Combined, these three senior-level bankers have over 65 years of Florida municipal banking experience. These banking professionals have worked with numerous South Florida municipalities throughout their careers, including service as senior manager to the Northern Palm Beach County Improvement District.

RBCCM's South Florida Financing Experience		
Role	Issues	Par (\$MM)
Senior/Sole Managing Underwriter	503	11,864.0
Co-Managing Underwriter	472	41,780.0
Financial Advisor	72	4,214.0
<b>Total</b>	<b>1,047</b>	<b>57,858.0</b>

Source: Refinitiv & Bloomberg (1/1/1966-8/31/2022)

2021 National Senior Manager Rankings				
Underwriter	Par (\$mil)*	Rank	Mkt. Share (%)	Issues
BofA Securities	44,152	1	12.4	233
Citi	36,814	2	10.4	176
<b>RBC Capital Markets</b>	<b>26,871</b>	<b>3</b>	<b>7.6</b>	<b>501</b>
Goldman Sachs	25,003	4	7.0	93
Stifel	22,963	5	6.5	871
J.P. Morgan	22,621	6	6.4	156
Morgan Stanley	22,255	7	6.3	127
Jefferies	19,744	8	5.6	93
Piper Sandler	15,815	9	4.4	646
Wells Fargo	15,380	10	4.3	140
<b>Industry Total</b>	<b>358,167</b>	<b>-</b>	<b>100.0</b>	<b>6,398</b>

Source: Bloomberg (1/1/2021-12/31/2021); negotiated financings only

\*True economics to book runner

### Leading Underwriter Nationally and in Florida.

RBCCM is one of the largest and most active firms in the municipal bond market, and the only firm that ranked as a "Top 5" senior manager nationally each year since 2011 based on both par amount and number of transactions. **In 2021, RBCCM had its best year ever, ranking as the 3<sup>rd</sup> largest senior manager of negotiated bonds nationally by both par amount and number of transactions.** RBCCM is also a "Top 5" senior manager in Florida with a long history in the State and an experienced local banking team. **In 2021, RBCCM ranked as the 3<sup>rd</sup> largest senior manager of Florida negotiated debt based on both number of transactions (24) and par amount (\$1.1 billion).**

### Marketing the Series 2023 Bonds.

RBCCM has one of the largest institutional sales forces in the industry, with 65 fixed income sales, trading and underwriting professionals and a retail sales force of over 1,900 financial consultants with over \$375 billion in assets under administration. **RBC Wealth Management has 71 Florida-based financial advisors who serve over 45,000 clients with more than \$25 billion in assets under management.** RBCCM will utilize our Florida offices in **Palm Beach Gardens, Boca Raton, Fort Lauderdale, Miami, Naples, Sarasota, St. Petersburg, Stuart and Winter Park** to implement a customized marketing and distribution strategy for the Village. **RBCCM has been marketing municipal bonds for Palm Beach County and South Florida MSA issuers to retail and local business investors for over 55 years.** RBCCM is one of the most active underwriters in the municipal finance industry, which provides us with a unique understanding of the market and specific investor preferences on a daily basis.

### Financial Strength and Stability.

The Royal Bank of Canada ("RBC"), the parent company of RBCCM, remains one of the highest rated banks (Aa1/AA-/AA-) in the municipal market. With a market capitalization of over \$136 billion (as of September 9, 2022), RBC remains one of the few financial institutions that deliver world class investment banking capabilities and provide access to a significant and stable capital base. Given the Firm's strong financial and credit position, RBCCM stands committed to supporting the Village's bonds.

RBCCM appreciates the opportunity to present our credentials to the Village. Our banking team has a thorough understanding of the work to be performed and we look forward to providing the services requested within the RFP. Please contact us if you have any questions or need additional information.

Sincerely,  
RBC Capital Markets, LLC



Julie Santamaria  
Director  
(727) 895-8871  
julie.santamaria@rbccm.com



Matthew J. Sansbury  
Director  
(407) 867-6371  
matthew.sansbury@rbccm.com





## Qualifications

**1. General – Information about the firm, including size, office locations, (particularly in Florida) and structure. Identify and explain any significant changes in organizational structure, ownership, or management firm-wide and Fixed Income/Public Finance during past five years.**

## Firm Overview

The Royal Bank of Canada (“RBC”), the parent company of RBC Capital Markets, LLC (“RBCCM”), is a global financial services company and a leading provider of financial products and services. In operation since 1869, RBC and its subsidiaries serve over 17 million governmental, corporate, and individual clients with over 86,000 employees in 36 countries. RBC has a market capitalization of over \$136 billion as of September 9, 2022, making it one of the largest financial institutions headquartered in North America. **With a strong capital base and consistent financial performance, RBC is one of the highest rated firms operating in the municipal industry with credit ratings of Aa1/AA-/AA-.**

RBCCM, the broker-dealer subsidiary of RBC, is one of the top full-service investment banks and broker-dealers in the world with 7,800 professionals operating from 71 offices in 15 countries. Headquartered in New York with offices globally, RBCCM consistently ranks among the 10 largest and most significant investment banks worldwide. RBCCM provides a full range of investment banking, sales and trading, research and related products and services to governments, corporations, and institutional clients globally.

Global Footprint



Employees by Geographic Region

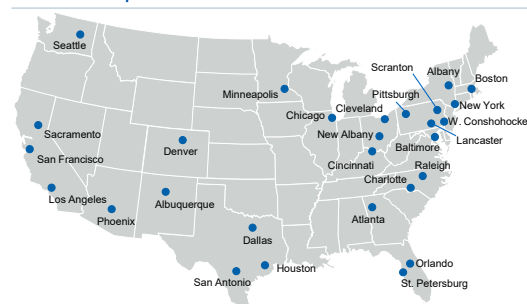
	U.S.	Canada	U.K. & Europe	Asia	Australia	Caribbean
RBCCM	3,359	2,736	1,342	209	157	40
RBC	13,274	60,953	5,323	1,526	335	3,311

## Municipal Finance Overview

RBCCM's Municipal Finance Group is one of the largest in the country with over 350 professionals, including 179 investment banking staff, 58 municipal sales/trading/UW professionals, and 113 tax credit equity professionals. These professionals are located in 28 offices in 17 states.

While RBCCM is one of the leading municipal finance organizations in the country, we are also a local investment bank with deep Florida roots that has been providing municipal finance services to issuers in the State for 60 years. RBCCM's commitment to Florida municipal finance dates back to 1962 with the founding of William R. Hough & Co. as a Florida-based regional brokerage firm. Following RBCCM's acquisition of William R. Hough & Co. in 2004, the Firm has continued to expand its Florida presence.

National Municipal Finance Platform



Managed from New York, RBCC's Municipal Finance Group maintains a strong regional presence

**Investment banking services for the Village will be led by our St. Petersburg-based banking team and underwriting/pricing of the Series 2023 Bonds will be led by our underwriting desks in New York and Dallas.** With the strength and resources of a global securities firm, coupled with the local commitment and community involvement of a regional firm, RBCCM offers the Village the highest levels of service, execution and coverage. There have been no significant changes in organizational structure or ownership at RBC or RBCCM in the past five years.



## 2. Firm Experience – Describe the firm’s experience with issuers similar to the Village and with CB&A and similar credits. Provide two recent case studies of Florida negotiated underwritings.

RBCCM is one of the largest and most active firms in the municipal market. **RBCCM is the only firm that has ranked as a Top 5 senior manager nationally each year since 2011 in both par amount and number of financings.** Since 2019, RBCCM is ranked as the #2 senior manager nationally by number of negotiated issues and the #4 senior manager by par amount, serving as senior manager on 1,782 transactions totaling nearly \$98 billion.

2019-2022YTD National Senior Manager Rankings by Issues				
Underwriter	Issues	Rank	Mkt. Share (%)	Par (\$MM)*
Stifel	2,785	1	13.1	68,627
<b>RBC Capital Markets</b>	<b>1,782</b>	<b>2</b>	<b>8.4</b>	<b>98,421</b>
Piper Sandler	1,462	3	6.9	42,440
DA Davidson	1,424	4	6.7	17,642
Raymond James	1,413	5	6.6	51,252
Robert W Baird	1,036	6	4.9	16,993
BofA Securities	794	7	3.7	159,289
Citi	611	8	2.9	120,592
J.P. Morgan	601	9	2.8	100,953
Wells Fargo	507	10	2.4	57,581
<b>Industry Total</b>	<b>21,255</b>	<b>-</b>	<b>100.0</b>	<b>1,236,866</b>

Source: Bloomberg (1/1/2019-8/31/2022); negotiated financings only

2019-2022YTD National Senior Manager Rankings by Par				
Underwriter	Par (\$MM)*	Rank	Mkt. Share (%)	Issues
BofA Securities	159,289	1	12.9	794
Citi	120,592	2	9.7	611
J.P. Morgan	100,953	3	8.2	601
<b>RBC Capital Markets</b>	<b>98,421</b>	<b>4</b>	<b>8.0</b>	<b>1,782</b>
Morgan Stanley	87,384	5	7.1	478
Goldman Sachs	77,024	6	6.2	290
Stifel	68,627	7	5.5	2,785
Wells Fargo	57,581	8	4.7	507
Jefferies	54,800	9	4.4	237
Barclays	53,251	10	4.3	306
<b>Industry Total</b>	<b>1,236,866</b>	<b>-</b>	<b>100.0</b>	<b>21,255</b>

Source: Bloomberg (1/1/2019-8/31/2022); negotiated financings only

RBCCM’s commitment to Florida municipal finance dates back to 1962 with the founding of William R. Hough & Co. as a St. Petersburg, Florida based regional brokerage firm. Following RBCCM’s acquisition of William R. Hough & Co. in 2004, the Firm has continued to expand its Florida presence, including recently hiring industry veterans **Matthew Sansbury** and **Alex Bugallo** to bolster the Firm’s already strong Florida public finance presence. Since 2019, RBCCM has participated in 126 Florida financings, either as senior manager, co-manager or financial advisor, valued at over \$14.6 billion. **During this time period, RBCCM has ranked as the #1 senior manager in Florida based on number of negotiated general governmental financings brought to market** and the #6 senior manager based on par amount, serving as senior manager on 74 negotiated transactions totaling \$3.2 billion. A list of the Firm’s Florida financing experience since 2019 is in **Appendix A**.

2019-2022YTD Florida Senior Manager Rankings by Issues				
Underwriter <sup>1</sup>	Issues	Rank	Mkt. Share (%)	Par (\$MM)*
<b>RBC Capital Markets</b>	<b>74</b>	<b>3</b>	<b>8.9</b>	<b>3,229</b>
BofA Securities	58	4	7.0	9,980
Raymond James & Associate	43	5	5.2	2,899
Ziegler	35	6	4.2	1,645
J.P. Morgan	32	7	3.9	5,684
Morgan Stanley	28	8	3.4	6,924
Citi	27	9	3.2	3,319
Jefferies	18	10	2.2	2,954
Truist Securities	17	11*	2.0	778
DA Davidson	17	11*	2.0	253
<b>Industry Total</b>	<b>831</b>	<b>-</b>	<b>100.0</b>	<b>50,366</b>

Source: Bloomberg (1/1/2019-8/31/2022); negotiated financings only

<sup>1</sup> Represents firms engaged primarily in general governmental financings

2019-2022YTD Florida Senior Manager Rankings by Par				
Underwriter <sup>1</sup>	Par (\$MM)*	Rank	Mkt. Share (%)	Issues
BofA Securities	9,980	1	19.8	58
Morgan Stanley	6,924	2	13.7	28
J.P. Morgan	5,684	3	11.3	32
Wells Fargo	3,440	4	6.8	16
Citi	3,319	5	6.6	27
<b>RBC Capital Markets</b>	<b>3,229</b>	<b>6</b>	<b>6.4</b>	<b>74</b>
Jefferies	2,954	7	5.9	18
Raymond James	2,899	8	5.8	43
Ziegler	1,645	10	3.3	35
Barclays	1,541	11	3.1	10
<b>Industry Total</b>	<b>50,366</b>	<b>-</b>	<b>100.0</b>	<b>831</b>

Source: Bloomberg (1/1/2019-8/31/2022); negotiated financings only

<sup>1</sup> Represents firms engaged primarily in general governmental financings

## Recent Florida Senior Managed Underwritings

 <b>\$150,000,000*</b> <b>Seminole County, Florida</b> Special Obligation Rev and Ref Bonds, Series 2022 Senior Manager September 2022* (*est)	 <b>\$99,175,000</b> <b>City of Jacksonville</b> Special Rev Bonds, Series 2022C Senior Manager August 2022	 <b>\$85,455,000</b> <b>School Board of St. Johns County</b> Certificates of Participation, Series 2022A Senior Manager July 2022	 <b>\$90,480,000</b> <b>Lee County</b> Local Option Gas Tax Rev Bonds, Series 2022 Senior Manager July 2022	 <b>\$123,700,000</b> <b>Broward County</b> Port Facilities Rev Bonds, Series 2022 (AMT) Senior Manager July 2022	 <b>\$152,090,000</b> <b>Palm Beach Co Health Facs Auth</b> Hospital Rev Bonds (Jupiter Med), 2022 Series A Sole Manager July 2022	 <b>\$140,000,000</b> <b>Florida Housing Finance Corp</b> Homeowner Mortgage Rev Bonds, 2021 Series 2 Senior Manager August 2021	 <b>\$198,435,000</b> <b>Central Florida Expressway Auth</b> Senior Lien Rev Bonds, Series 2021D Senior Manager July 2021	 <b>\$236,135,000</b> <b>Miami-Dade County</b> Sub Water & Sewer Sys Rev Bonds, Series 2021 Senior Manager June 2021
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## Case Study: City of Jacksonville, Florida



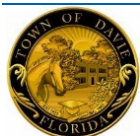
On August 31, 2022, RBCCM priced the City of Jacksonville's \$99,175,000 Special Revenue Bonds, Series 2022C as senior manager. Proceeds will finance the acquisition and construction of certain capital equipment and improvements and refinance outstanding commercial paper. **The Series 2022C Bonds are secured by a covenant to budget and appropriate legally available non-ad valorem revenues (CB&A).** RBCCM was hired as senior manager on the Series 2022C financing because of the exceptional service and analysis that we provided to the City on its outstanding Better Jacksonville Sales Tax Revenue Bonds that were refunded in July 2022 via a direct bank placement given market conditions at the time.

RBCCM worked with the City's financial advisor to develop a rating agency presentation that led to the Series 2022C Bonds being rated AA, AA- and AA by S&P, Fitch and Kroll, respectively. RBCCM also assisted with the development of an investor presentation that was published simultaneous with the preliminary official statement (POS) on MuniOS.com and BondLink.com. RBCCM enhanced the distribution of the POS/investor presentation with a detailed pre-marketing campaign that targeted key market participants, including: largest holders of CB&A backed debt, largest holders of Florida debt, largest holders of the City's outstanding debt, largest holders of peer group debt (Orlando, Hillsborough County, Miami-Dade County, Palm Beach County), and top RBCCM trading partners. A total of 37 institutional investors viewed the POS prior to pricing and 20 institutional investors viewed the investor presentation, five of which placed orders totaling over \$56 million.

At the beginning of the financing process, a pricing during Labor Day week was targeted to take advantage of the smaller municipal supply typically seen during holiday weeks. However, as interest rates increased during the weeks leading up to pricing, RBCCM suggested moving pricing up a week to limit interest rate risk. Accelerating the pricing benefited the City as tax-exempt interest rates increased up to 19 basis points between pricing and a week later as originally scheduled.

As we experienced in the months leading up to pricing, market conditions remained extremely volatile, with constant outflows from municipal bond funds and lack of demand from institutional investors on the longer end of the yield curve. The City and its financial advisor chose to take advantage of flexibility previously built into the financing documents by removing the transaction's longer term maturities (2038-2052) and replacing them with medium term notes in the middle of the curve (2033-2037). Even with this structural change, unsold balances remained at the end of the order period. **To provide the City with the best financing possible given the adverse market conditions, RBCCM lowered the spreads in several early maturities where there was investor oversubscription and underwrote over \$27 million in unsold bonds, committing a significant amount of the Firm's capital.**

## Case Study: Town of Davie, Florida



In November 2021, RBCCM served as sole manager on the Town of Davie's \$36,600,000 Special Obligation Bonds, Series 2021, which were issued to finance the costs of a new town hall and public park. **The Series 2021 Bonds are secured by a CB&A and were the first public offering for the Town's CB&A credit.** As sole manager, RBCCM evaluated the criteria for Florida CB&A backed financings provided by each rating agency and modeled the Town's expected CB&A rating. Based on our analysis, we recommended that the Town seek a rating from S&P, as the Town preferred only one rating on the Bonds. **The Town was extremely pleased to be assigned a AAA rating from S&P, one of only eight cities/towns in Florida rated AAA by S&P, Moody's or Fitch as of the time when the rating was assigned.**

The pricing of the Series 2021 Bonds occurred during a week of fairly high issuance (\$11.9 billion) as issuers rushed to enter the market prior to the Thanksgiving holiday. While the MMD increased 2 basis points the day prior to pricing, RBCCM held firm on our pre-pricing levels, entering the market at



aggressive spreads. During the order period, most of the maturities from 2022-2039 were 1-3x oversubscribed with minor unsold balances in 2033, 2034 and 2037 totaling \$905,000 that were purchased into RBCCM's inventory to preserve pricing. The 2040 and 2041 serials as well as the 2046 and 2051 term bonds were 3-4x oversubscribed, enabling RBCCM to decrease spreads by 1-3 basis points in those maturities. **The Town locked-in an all-inclusive TIC of 2.73% on a 30-year financing with an 18.4 year average life.**

### Case Study: Town of Cutler Bay, Florida



In October 2020, RBCCM served as sole manager on Cutler Bay's \$12,935,000 Capital Improvement Revenue Bonds, Series 2020. The Series 2020 Bonds were issued to fund park improvements and to acquire land for preservation, conservation and resiliency. **The Series 2020 Bonds, which were secured by the Town's CB&A, were the inaugural issuance for the Town.** RBCCM assisted with generating all legal documents for the financing and worked with the financing team to scrutinize the non-ad valorem revenues included in the security and anti-dilution test. RBCCM also drafted the rating presentation to Moody's, which led to a credit rating of Aa3.

The transaction entered the market during a period of volatility due to tension over the need for additional COVID-related stimulus and a robust municipal issuance supply of \$19 billion as issuers were recommended to price and close their financings prior to the U.S. presidential election. The Series 2020 financing had challenges attracting investor demand on the front end of the structure due to extremely small maturity amounts, but ultimately garnered \$17.3 million of orders in a market with significant competing supply, making the financing over 1.3x oversubscribed. **RBCCM underwrote \$5.6 million of bonds (43% of the transaction size) to support the Town's pricing.**

### 3. Team Experience – Identify key members of firm's team that will service the Village, including investment bankers located in Florida, underwriters, and analytical/ support staff. Identify the primary day-to-day contact for the engagement and his/her experience. Provide brief resumes for key team members that will service the Village as an Appendix.

RBCCM offers the Village a staff of experienced and skilled public finance professionals with over 190 years of combined experience serving the needs of state and local governments throughout the country. **Julie Santamaria**, Director, and **Matthew Sansbury**, Director, will serve as co-lead bankers to the Village during the proposed engagement. Mr. Sansbury was born and raised in Palm Beach County, graduating from Palm Beach Lakes Community High School. Ms. Santamaria and Mr. Sansbury and will be joined by **Alex Bugallo**, Director, who will provide banking support. Combined, these three senior-level bankers have over 65 years of Florida municipal banking experience. These banking professionals have worked with numerous South Florida municipalities throughout their careers, including service as senior manager to the Northern Palm Beach County Improvement District.

RBCCM's banking team will be assisted by other members of the Firm's quantitative and underwriting/sales groups to ensure that the Village's financings are completed in the most efficient and cost-effective manner possible. The following table highlights RBCCM's core project team members, and brief resumes are provided in **Appendix B**.

RBCCM's Core Project Team Members					
Name	Title	Role	Location	Experience	Licenses
Julie Santamaria	Director	Co-Lead Banker (Day-to-Day Contact)	St. Petersburg	28 years	Series 7, 50, 53, 63
Matthew Sansbury	Director	Co-Lead Banker	Orlando	20 years	Series 7, 50, 53, 63, 79
Alex Bugallo	Director	Banking Support	Orlando	20 years	Series 7, 50, 53, 79
Tom Berger	Director	Quantitative Leadership	New York	31 years	Series 7, 53, 63, 65
Andrew Devenbeck	Associate	Quantitative Support	St. Petersburg	5 years	Series 7, 50, 52, 63, 79
Glenn McGowan	Managing Director	Taxable Underwriter	New York	16 years	Series 7, 24, 63, 79
Chad Runnels	Director	Florida Underwriter	Dallas	16 years	Series 7, 52, 53, 66, 79





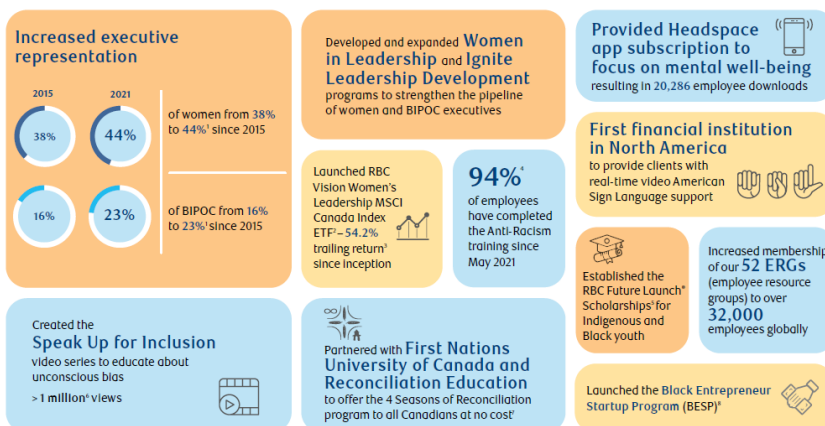
#### 4. Diversity, Equity, and Inclusion – Provide a narrative description in the following areas: a) Provider's commitment to company social responsibility, b) Provider's workforce demographics and any measurable steps taken to ensure a diverse internal workforce, and c) Provider's commitment to community involvement.

At RBC, Diversity and Inclusion (D&I) is more than a value, it is core to our purpose and a fundamental strength of our organization. Our D&I vision is to be among the most inclusive workplaces, putting diversity into action to help employees, clients and communities thrive. It's also a critical component of our overarching focus on Environmental, Social, and Governance (ESG) priorities, which are integrated throughout our strategy and operations to create meaningful value. Bringing RBC's D&I vision to life involves setting bold commitments – informed by meaningful consultation, measuring and disclosing our progress, and ensuring we remain accountable to our stakeholders. **Our commitment to D&I is evident in our Florida RBCCM public finance team, where our 11 professionals consists of six women, one of whom is Hispanic, and a Hispanic male banker. Our team for the Village includes a female lead banker (Julie Santamaria), a female professional assistant (Debra Fisher) and banking support from Alex Bugallo, who is originally from Argentina.**

Since 2015, executive representation of women at RBC has increased from 38% to 44%, and representation of Black and Indigenous People of Color (BIPOC) executives has increased from 16% to 23%. In 2021, RBC won a *Catalyst Award*, which recognizes companies dedicated to increasing the representation of women in leadership and promoting equal access to career opportunities. In that same year, RBC placed #2 in the *Refinitiv Diversity & Inclusion Index*, a ranking that analyzes over 11,000 listed companies around the world. Initiatives to ensure a diverse workforce and provide community support include:

#### Highlights

Since the inception of our first Diversity & Inclusion Blueprint in 2009, we have made progress on our strategic priorities and moved the dial in key areas with tangible results, in Canada and globally, setting the stage for further advancement.



\* Represents data from our businesses in Canada governed by the Employment Equity Act. Data presented show fiscal 2015 and fiscal 2021 executive representation.  
 \* [https://www.rbc.com/pd/infund-facts/etf/rbc\\_e.pdf](https://www.rbc.com/pd/infund-facts/etf/rbc_e.pdf)  
 \* As of November 1, 2021  
 \* Reflects completion rate between May 2021 training launch date and October 31, 2021  
 \* RBC Future Launch Scholarship for Black Youth and RBC Future Launch Scholarship for Indigenous Youth  
 \* As determined by social media posts on our primary social media channels, including RBC accounts and those managed by our executives.  
 \* Available to all Canadians at no cost from October 20 to December 31, 2021 and from June 1 to August 31, 2022.  
 \* All other figures are preliminary and subject to audit and verification.

**Enhancing Hiring and Recruitment Programs.** RBC exceeded our 2021 goal to provide BIPOC with 40% of all RBC summer opportunities, providing 54% of such opportunities to BIPOC students in the U.S. Through our *Diversity Works Here®* event series, RBC delivered unconscious bias education to more than 1,000 hiring managers to help them conduct better interviews. We expanded our outreach efforts by hosting listening sessions with over 500 students representing the LGBTQ+; BIPOC; newcomer; and persons with disabilities communities to understand barriers and opportunities to better engage and hire. Technology & Operations (T&O) produced the T&O Diversity Campaign to increase awareness of RBC as a tech employer of choice, and in 2021, 48% of the individuals recruited to T&O's Early Talent Program were women and 56% were BIPOC.

Pipeline development is a key pillar of our recruitment strategy for RBCCM in the U.S. and Canada. Our 2021 U.S. initiatives include:

- **Pathways Diversity Award Program:** \$15,000 internship/scholarship program in Global Markets or Global Investment Banking for BIPOC sophomores.



- **D&I Discovery Day:** One-day event open to all first-year university and college students to learn about RBC, with a spotlight on ERGs.
- **LGBTQ+ Sophomore Insights Program:** Multi-month program for approximately 20 LGBTQ+ sophomores involving virtual and in-person events, advisor matches and an accelerated interview process for summer analyst positions.
- **Investment Banking MBA Women's Immersion Program:** Early insight program with coaching for approximately 30 MBA women recruits for Global Investment Banking summer associate roles.
- **Veteran Symposium:** Annual one-day event for veterans looking for summer internships.
- **US partnerships:** RBC sponsorships of organizations and events such as SEO USA (providing coaching to undergrads from underserved communities), Jopwell (a career advancement platform for Black, Latino, Indigenous American students) and Out for Undergrad Business Conference (annual conference for LGBTQ+ finance undergraduate students).

Region	Fiscal 2021 summer student representation goal	Actual summer student representation	Actual regional BIPOC representation of summer students
	> 2% Black	4% Black	49%
	> 2% Indigenous	4% Indigenous	
	> 10% Black	12% Black	54%
	> 10% Hispanic/Latinx	21% Hispanic/Latinx	
	> 10% Black	15% Black	48%

**Driving equitable opportunities for pay, promotion and development.** All employees deserve equal opportunity for promotion, but not everyone has had equal access to networks, mentors and development programs. By creating and enhancing programs for historically underrepresented groups, we accelerate paths to promotion and leadership for a more diverse group of colleagues.

- **Women in Leadership:** Women in Leadership is a global, 10-12 month leadership program offered to nominated, high-potential, senior non-executive women to help women enhance their leadership capabilities, build strategic influence and increase networks and exposure to senior leadership. Since its inception in 2013, 221 women have completed the program and 29% have been promoted.
- **Ignite Leadership Development Program:** Ignite is a 10-12 month leadership program for nominated high-potential BIPOC talent aimed at accelerating their trajectory to senior management. In 2021, Ignite participants helped four prominent charities solve relevant and timely business challenges, donating over 945 hours over an intensive two weeks. To date, 92 diverse leaders have completed this program and 29% of participants have been promoted.
- **Early in Career Women's Dialogues:** To prepare our early-in-career talent for leadership roles, RBC hosted Early in Career Women's Dialogues, a leader-led interactive workshop with 100 women, featuring authentic and candid stories from executive women at RBC and lessons from top women leaders from around the world. The program focuses on forging a personal path to success, taking ownership of their voice, network and career, and gaining the confidence to step up to lead. Learnings continue through quarterly calls with senior leaders for mentorship and networking.

**Influencing equitable access to financial products and services.** Access to financial products and services is critical to our economy's efficiency and growth, and fundamental to achieving individual well-being and community-wide equality. Our 2021 initiatives supporting this objective include:

- **Diversity & Inclusion Coordinator:** A market first, RBCCM served as Diversity & Inclusion Coordinator of two asset-backed securities (ABS) deals in 2021. Working with partners on the deals, RBC advanced equal opportunity in the ABS market for diverse-owned firms, further reinforcing RBC's commitment to D&I across the broader capital markets.



- **Greenspring Diversity Fund (US Wealth Management):** Our Alternative Product Group developed the Greenspring Diversity Fund to invest in 10-15 US venture capital funds where at least one-third of the key persons (as defined in the fund's limited partnership agreement) are members of groups that are historically underrepresented.
- **Prepped and Ownr RBC Venture Platforms:** Prepped is an RBC Venture platform that helps job-seekers refine their resume and interview skills. In fiscal 2021, Prepped provided 50 Premium licences to The Black Professionals in Tech Network to support their pipeline of candidates as they prepare for their job applications and interviews. Ownr helps small business owners register and incorporate their businesses, and profiles BIPOC-owned small business owners and entrepreneurs. During Black History Month, Ownr featured stories to amplify the Black community and their businesses.

RBC's US workforce demographics are provided below and our 2021 Diversity & Inclusion Report is included as **Appendix C**.

Regional workforce representation

	2021	2020	2019
<b>United States<sup>1</sup></b>			
Total Employees	14,239	13,961	13,754
Women	42%	42%	42%
Men	58%	58%	58%
BIPOC	36%	35%	35%
Asian	17%	17%	16%
Black	5%	5%	5%
Hispanic/Latinx	11%	11%	11%
Mixed	2%	2%	2%
Other	1%	1%	1%
LGBTQ+	1%	1%	1%
PwD <sup>2</sup>	2%	2%	1%
<b>Executives<sup>3</sup></b>			
Women	30%	22%	25%
BIPOC	20%	22%	19%
<b>Senior Management<sup>4</sup></b>			
Women	39%	39%	40%
BIPOC	37%	36%	36%
<b>Management &amp; Experienced Professionals<sup>5</sup></b>			
Women	34%	33%	33%
BIPOC	31%	31%	31%
<b>Administrative &amp; Operational Employees<sup>6</sup></b>			
Women	60%	62%	63%
BIPOC	44%	43%	43%

<sup>1</sup>Includes RBC US operations and City National Bank.

<sup>2</sup>As determined by self-identification on Form CC 305 and defined by Section 503 of the Rehabilitation Act of 1973, as amended.

<sup>3</sup>Includes individuals classified under the Equal Employment Opportunities Commission EEO-1 job title Executive/Senior-Level Officials and Managers.

<sup>4</sup>Includes individuals classified under the Equal Employment Opportunities Commission EEO-1 job title First/Mid-Level Officials and Managers.

<sup>5</sup>Includes individuals classified under the Equal Employment Opportunities Commission EEO-1 job title Professionals.

<sup>6</sup>Includes individuals classified under the Equal Employment Opportunities Commission EEO-1 job title Administrative Support Workers, Operatives, Sales Workers, Service Workers and Technicians.

## 5. Florida Knowledge – Describe any local, political, economic, legal, or other issues impacting Florida municipalities, specifically those impacting the Village. How does the firm keep up to date on news and developments relevant to the Village?

With our primary investment banking team working from our St. Petersburg and Orlando offices, RBCCM offers the Village a deep understanding of Florida and local issues and continuous availability. In addition to our information sources from our regular activity as underwriter in the Florida and national market, our subscriptions to rating agency data, Bloomberg, and RBC Economists and Municipal Research Group provide in-depth political, credit and economic intelligence to our bankers and clients.

### Local Economy

The Village, like most Florida municipalities, is experiencing positive growth in property values and redevelopment that boost Village revenues and quality of life, but pose many challenges in upgrading infrastructure such as stormwater, wastewater, and roads, and ensuring sufficient affordable housing and





rents for residents. While the Village's preliminary FY 2023 Taxable Assessed Value of \$10.4 billion represents a 12.7% increase compared to FY 2022, the Village is proposing to maintain the FY 2022 millage rate of 2.47 mills to manage pressures on expenditures, and inflationary factors that loom large in the Village's proposed FY 2023 Budget. South Florida has seen higher inflationary pressures than the nation, with an average 2022 CPI increase of 9.73% for all items in South Florida compared to 8.15% nationally and the average 2022 CPI for motor fuel in South Florida up 44.4%.

In addition to improving infrastructure, the Village's budgetary objectives include improving recreational and quality of life level of services (such as the Community Park Project), public safety, and community planning while managing the pressures on expenses from inflation, development and providing competitive wages and benefits to employees. Several of the Village's key economic dynamics, strategic plans and challenges are summarized below.

The Village is the 5<sup>th</sup> largest municipality in Palm Beach County by population and the 3<sup>rd</sup> largest by land area, encompassing 45 square miles. Less than 100 individuals resided in the area previously known as the Acme Improvement District when it was created in 1953, incorporating to become the Village in 1995. The Village now has an estimated population of 61,768 and a median home value of \$382,000, with projected population growth of nearly 65,000 by 2025. The Village is home to one of the world's premiere equestrian facilities and its properties include horse farms, agriculture, nurseries, and exclusive residential communities promoting equestrian activities and private aviation. The primary sources of employment in the Village are agriculture, retail sales, healthcare and government. The Village's unemployment rate was 2.3% as of July 2022, below the State rate of 2.7% and national rate of 3.5%.

The Florida Department of Economic Opportunity projects that employment in Leisure and Hospitality and Education and Health Services will have the highest growth rate in Palm Beach County over the next seven years. The Wellington Regional Medical Center serves as an anchor for the region's healthcare industry, and the Village has experienced new business growth in areas such as biomedical research and education.

Projected Jobs by Industry in Palm Beach County

	Employment			
	2021	2029	Growth	% Growth
Leisure and Hospitality	78,995	99,878	20,883	26.4
Education and Health Services	135,305	156,978	21,673	16.0
Other Services, Ex. Public Admin	26,753	30,519	3,766	14.1
Professional and Business Services	118,584	134,524	15,940	13.4
Construction	37,229	42,123	4,894	13.1
Manufacturing	20,005	22,565	2,560	12.8
Trade, Transportation and Utilities	111,708	123,815	12,107	10.8
Financial Activities	43,230	47,768	4,538	10.5
Government	62,095	68,540	6,445	10.4
Information	10,040	10,937	897	8.9
Self Employed and Unpaid Family Workers	42,986	46,269	3,283	7.6
Agriculture, Forestry, Fishing & Hunting	6,912	6,151	-761	-11.0
Total	666,837	759,398	92,561	13.9

Source: Florida Department of Economic Opportunity

The equestrian industry is critical to the Village's core identity, and the Village's master plan highlights the economic impact of the industry and strategies to retain, strengthen and expand the equestrian sector. With two-thirds of Palm Beach County's equestrian industry located in the region, venues include international polo events and the annual Winter Equestrian Festival (WEF). According to the Palm Beach County Sports Commission, the 2021 WEF contributed \$279 million and 2,880 jobs to the County's economy, resulting in labor earnings of \$83.9 million with average earnings of \$29,131 per job. Most of the income and employment (79%) were generated from horse expenditures, while the remaining 21% was generated by tourist expenditures. It should be noted that all of these tourist expenditures were generated by participants as the festival was closed to the general public due to COVID.

Increasing job opportunities in the Village is a major cornerstone for increasing quality of life and economic resiliency. The Village's labor force has grown by 4.3% in the second quarter of 2022 compared to the same period in 2021, greater

	Labor Force			Employment			Unemployment Rate		
	Jul-21	Jul-22	% Change	Jul-21	Jul-22	% Change	Jul-21	Jul-22	% Change
Palm Beach	739,624	767,604	3.8%	705,291	745,284	5.7%	4.6%	2.9%	-37.0%
West Palm Beach	59,910	62,151	3.7%	57,136	60,376	5.7%	4.6%	2.9%	-37.0%
Boca Raton	52,930	55,152	4.2%	50,974	53,864	5.7%	3.7%	2.3%	-37.8%
Boynton Beach	40,155	41,531	3.4%	38,071	40,230	5.7%	5.2%	3.1%	-40.4%
Delray Beach	36,272	37,517	3.4%	34,606	36,568	5.7%	4.6%	2.5%	-45.7%
<b>Wellington</b>	<b>34,414</b>	<b>35,878</b>	<b>4.3%</b>	<b>33,516</b>	<b>35,036</b>	<b>4.5%</b>	<b>3.7%</b>	<b>2.3%</b>	<b>-37.8%</b>
Florida	10,366,760	10,657,626	2.8%	9,898,454	10,374,477	4.8%	4.5%	2.7%	-40.0%

Source: Florida Dept. of Economic Opportunity, Labor Market Statistics



than all other municipalities in local MSA and the State. Employment in the Village and Palm Beach County has increased by 4.5% and 5.7%, respectively, which is in line or greater than the State. The unemployment rate in the Village has declined mostly in line with the local municipalities, the local MSA and the State.

While the Village experienced stress resulting from COVID similar to other Florida municipalities, the economy and revenues have rebounded. Palm Beach County's consumer spending has shown strong increases in taxable sales, increasing approximately 11% in June 2022 compared to the same period last year.

Palm Beach County Consumer Spending			
	Jun-21	Jun-22	% Change
Gross Sales	\$5,719,181,051	\$6,328,043,185	10.6%
Taxable Sales	\$2,923,063,137	\$3,191,402,413	9.2%
Total Sales Taxes	\$174,025,172	\$191,761,839	10.2%

Source: Florida Dept. of Revenue

## Property Values/ Development and Redevelopment

The Village is experiencing a significant increase in property values that is bolstering its revenues, which is consistent for municipalities throughout the State. The Village has a strong single-family and multi-family housing residential base, and the preliminary property value estimates provided for the FY 2023 budget indicate a 12.7% increase from FY 2022. For the Village's proposed FY 2023 General Fund budget, the property tax rate is recommended to remain at the current rate of 2.42 mills.

The Village has been undergoing significant redevelopment as part of a multi-year effort, including many investments made in rehabilitating housing. These successes, and continued focused planning, are helping the Village to improve the quality of life for its residents and improving housing stock, realizing its vision of "A Great Hometown". As a primarily residential community, the Village's economic base and future revenues will increase with the mixed-use development trends seen throughout the State. Developments such as the Lotis project near the Wellington Regional Medical Center will add retail, office, and multi-family residential units as land prices command record premiums. While these projects will provide local employment opportunities and additional municipal revenues, they also bring the traffic and infrastructure pressures of increased density. Other major projects include:

- **Town Center's** 23-acre site anchoring Main Street, including a Gold LEED certified Village Hall, Community Center, Lakeside Promenade, Amphitheater and Event Areas;
- **Equestrian Community Initiative** to encourage and support this unique lifestyle; and,
- **Medical Arts District** to cultivate an economic identity based on healthcare development.

The Village recently created an Affordable Housing Advisory Committee and received \$414,125 in funding from the State. The Village plans to use these funds to support existing residents, with 75% allocated to homeowner rehabilitation, 20% to residents with special needs, and a portion for emergency repairs.

It is our understanding that a master plan called Wellington 3.0 has been submitted to the Village by Wellington Equestrian Partners, LLC (WEP) in cooperation with the Global Equestrian Group (GEG), which includes a proposed sale of 80 acres of land to GEG to support a showgrounds expansion contingent on a zoning change. The plan doubles the footprint around the existing Wellington International (WI) showgrounds, expanding it from 86 to 190 acres by converting 104 currently residentially zoned acres into Commercial Equestrian zoned land. GEG's development plans include integrated showgrounds for dressage and show jumping and a new stadium, covered arena, grass competition arena, permanent structures for stabling and retail and increased parking.

Wellington 3.0 also proposes to develop residential options in proximity to the showgrounds by incorporating existing residential density (199 units) within the Wellington Country Place PUD (172 acres



of land abutting the WI showgrounds) and converting 96 acres of commercial equestrian into residential at Equestrian Village to match the conversion of residential into commercial abutting the showgrounds. All commercial elements would be across South Shore Boulevard which is outside of the current Equestrian Overlay Zoning District (EOZD), and a 5.3-acre parcel at the corner of Lake Worth and South Shore Boulevards, currently in the EOZD, would be converted from full commercial to residential. The plan includes the creation of an equestrian downtown with restaurants, retail, office and hospitality.

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### Updating Infrastructure such as Utilities and Stormwater

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COVID-19 had minimal impact for Florida utility systems in largely residential communities such as the Village as many residents shifted to working from home. The essential nature of utility services minimizes credit impact, and strong liquidity and cash reserves provide a cushion against revenue declines for Florida systems, which is also true for the Village.

Based on the FYE 2022 Budget, the Village has significant utility system improvements totaling over \$100 million over the next five years, such as water supply improvements, water treatment system, water distribution and transmission, wastewater force main, and water reclamation system R&R. In addition to utility system user fees, a Surface Water Management Assessment rate of \$230 per unit helps fund stormwater management. The Village and the Acme Improvement Development regularly conduct utility rate studies to ensure sufficient revenues for operations, capital improvements, R&R, and reserves, with minor increases in water and wastewater rates for FY 2023. While the Village has been able to use its CB&A as security for recent utility system debt, it may need to establish a utility system stand-alone credit depending on the amount of borrowing needs related to the new projects.

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### Other Florida Governmental Challenges

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In addition to COVID, certain challenges that Florida municipalities are facing are **growing pension liabilities, environmental challenges such as increased severe weather events and risk of major storm damage, and cybersecurity.**

Pension liabilities have become a main issue for rating agencies in Florida, as large pension and other post-employment benefits (OPEB) are a burden on the resources of cities and counties. The Village's pension plan unfunded liability decreased by \$17.9 million from \$29.0 million in FY 2020 to \$11.1 million in FY 2021. The Village also has Other Post-Employment Benefits (OPEB) liabilities of \$735,840 as of FY 2021, a decrease of roughly \$53,000 from FY 2020. Municipalities throughout Florida will have to find ways to continue funding, at an accelerated pace, their pension and OPEB plans while handling the capital improvements necessary to sustain the infrastructure for growth, specifically for cities and counties situated on the coasts and regional economic centers.

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### 6. Credit – Describe your recommended approach for obtaining initial ratings for the Village, including thoughts on the number of ratings and which agencies to provide ratings on the Series 2023 Bonds. Discuss any credit or rating agency advantages or concerns related to obtaining credit ratings for the Series 2023 Bonds.

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Moody's, S&P and Fitch are the three predominantly used rating agencies for local governments. Moody's and S&P are often used by issuers as primary ratings, while Fitch has been perceived as a supporting rating. Larger and more frequent issuers of public debt often use two, or even three credit ratings due to historical relationships and depending on the rating level of each. Smaller and less frequent issuers typically use one or two ratings depending on the size of and security for the financing, future issuance plans, and estimates of whether a rating may be higher from one rating agency compared to another. When rating agencies assign different rating levels to the same credit, it is referred to as a split rating.



In 2018, S&P changed its rating criteria for Florida local governments' CB&A credit. Prior to this change, S&P viewed Florida CB&A credits weaker compared to general obligation (GO) credits secured by ad valorem revenues and, like Moody's and Fitch, rated Florida CB&A credits one notch lower than the GO or issuer credit rating. S&P now rates the CB&A credit of Florida local governments at the same level as a GO, which is typically an entity's highest and most senior rating.

RBCCM has performed an analysis of 50 Florida municipalities with rated debt secured by a CB&A. Of these 50, 34% used only one rating, and for those that used more than one rating where the ratings were split, S&P had the highest CB&A rating 77% of the time.

#### CB&A Rating Analysis Summary

# Ratings Used	#	%
1 rating	17	34%
2 ratings	27	54%
3 ratings	6	12%
Total	50	100%
<b>Highest Rating</b>		
Moody's highest	0	0%
S&P highest	17	77%
Fitch highest	5	23%
Total	22	100%

Based on this information, the characteristics of the Village's proposed CB&A transaction and our credit analysis, **RBCCM recommends that the Village pursue a standalone rating from S&P for the Series 2023 Bonds. While the Village has a GO-related rating of Aa1 from Moody's and AA+ from Fitch, we believe that it may be able to obtain a AAA rating from S&P, as discussed below.** In addition, we believe that one rating is sufficient for taxable municipal bonds issued in amounts less than \$50 million.

Our analysis on split ratings is particularly important because when a rating agency rates a credit one notch higher than the other, **investors demand higher interest rates based on the lower of the two ratings.** If an issuer believes that there could be a split rating on its bonds, it is usually better off using only the higher rating, as long as that rating is from either Moody's or S&P, rather than a split rating from two or more rating agencies. Obtaining just one rating on the Bonds from S&P will save the Village in costs of issuance (each rating would likely cost \$35,000 to \$45,000 plus any annual monitoring fees), place less burden on staff to obtain and maintain the rating with annual surveillance, and generate solid investor demand, enabling the Village to achieve the lowest possible interest rates.

#### CB&A Ratings Analysis

Issuer	Most Recent CB&A Issue	Current Ratings		
		Moody's	S&P	Fitch
Alachua	04/11/16	A1	-	-
Auburndale*	10/10/19	-	A+	-
Boynton Beach**	08/09/18	-	AA-	-
Bradenton*	08/23/18	Aa3	-	-
Cape Coral	02/16/17	Aa3	AA	-
Clearwater	07/14/22	-	AA+	-
Coral Gables	06/10/21	Aa1	AAA	-
Coral Springs	12/10/20	-	AAA	AA+
Cutler Bay	10/29/20	Aa3	-	-
Davie	12/01/21	-	AAA	-
Deerfield Beach	03/29/18	-	AA	AA-
Deltona	07/07/16	-	AA	AA
Dunedin	12/13/18	-	AA+	-
Fort Lauderdale	08/04/20	Aa2	AAA	-
Fort Myers	10/25/18	A1	AA	A+
Fort Pierce	07/12/19	A1	-	-
Gainesville	12/17/14	Aa3	-	AA-
Hallandale Beach	07/20/16	-	AA	AA
Hollywood	03/01/16	A1	-	-
Homestead	09/14/17	A1	A+	-
Inverness	08/17/17	-	A+	A+
Jacksonville	09/22/22	-	AA	AA-
Lake Worth Beach	08/20/20	A2	AA-	-
Lakeland	07/29/21	Aa3	-	AA-
Largo	01/20/22	-	AA	-
Lauderhill	07/11/13	A1	A+	-
Longboat Key	12/31/18	-	AA+	-
Lynn Haven	08/13/19	A3	-	-
Miami	12/13/12	Aa3	-	AA-
Miami Gardens	11/04/10	A2	A	A+
Miramar	07/28/21	Aa3	AA-	-
Mount Dora	11/30/18	-	AA-	AA-
North Port	12/18/13	A1	-	AA-
Orlando	11/29/18	Aa2	AA+	AA+
Palm Bay	12/19/19	-	A+	AA
Palm Beach	01/08/20	Aa1	AAA	-
Palm Beach Gardens	12/01/11	Aa1	AAA	AA+
Palmetto Bay*	08/04/21	-	AAA	-
Pembroke Pines	11/07/19	-	AA	-
Pinellas Park	05/03/22	-	AA	-
Pompano Beach	06/10/15	A1	AA-	-
Port St. Lucie	11/14/18	-	AA-	-
Riviera Beach	09/10/21	-	AA	AA-
Sarasota	11/01/17	Aa2	-	AA
St. Augustine	12/14/17	Aa3	AA	-
Sunrise	01/07/21	-	AA	AA-
Tamarac	07/11/18	Aa3	AA	AA-
Tampa	12/16/21	Aa2	AAA	AA
West Palm Beach	07/05/16	Aa3	-	AA
Winter Haven	11/17/21	-	AA-	AA-

= Highest Split Rating

As of September 9, 2022. \*Issued through the Florida Municipal Loan Council.  
\*\*Issued through the Public Finance Authority (WJ).

## Credit Analysis

As part of our preliminary credit analysis, we used our proprietary rating scorecard based on S&P's U.S. Local Government General Obligation Ratings report to analyze the Village's CB&A credit profile. Based on our extensive experience in preparing and presenting Florida local government credits to the rating agencies, **RBCCM believes that the Village has a strong case for a AAA S&P rating based on its excellent financial position and the additional unique characteristics that make the Village such a desirable community**, such as its thriving equestrian economy, ranking of # 16 of the Safest Cities in Florida (SafeWise.com) in 2021, ranking of #1 of Money Magazine's Best Places to Retire in the U.S., and 2021 Utility of the Future (1 of 39 across the nation). **We believe that the Village is well positioned for a AAA S&P rating similar to our experience with the Town of Davie**, as described in the case study in Section 2 to this proposal. Following is our interpretation of the S&P scorecard.





			(strongest)					(weakest)	
			very strong	strong	adequate	weak	very weak		
Wellington, FL S&P Methodology & Assumptions, FY2021 CAFR	Rationale	Rating Value	1 0.5 to 1.5	2 1.5 to 2.5	3 2.5 to 3.5	4 3.5 to 4.5	5 4.5 to 5.5		
<b>Government Framework</b>		<b>10%</b>							
Predictability	Very Strong Predictability	2.5%	✓						
Revenue and Expenditure Balance	Strong Revenue and Expenditure Balance	2.5%		✓					
Transparency and Accountability	State statutes or other provisions require annual financial statements that comply with GAAP	2.5%	✓						
System Support	Strong System Support from the state	2.5%		✓					
<b>Subtotal</b>		<b>0.15</b>	<b>0.05</b>	<b>0.10</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		
<b>Financial Management</b>		<b>20%</b>							
FMA	FMA score of Good and none of the factors in scores 4 or 5 are present	20%		✓					
<b>Subtotal</b>		<b>0.40</b>	<b>0.00</b>	<b>0.40</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		
<b>Economy</b>		<b>30%</b>							
EBI as % of U.S. level	140%	15%		✓					
TMV per Capita	\$142,936	15%		✓					
<b>Subtotal</b>		<b>0.60</b>	<b>0.00</b>	<b>0.60</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		
<b>Financial Measures</b>		<b>30%</b>							
Budgetary Flexibility	93.81%	10%	✓						
Budgetary Performance		10%	✓						
Liquidity		10%	✓						
<b>Subtotal</b>		<b>0.30</b>	<b>0.30</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>		
<b>Debt and Contingent Liabilities</b>		<b>10%</b>							
Net Direct Debt as % of Gov Funds Rev	73.50%	5%			✓				
Total Gov Funds DS as % of Total Gov Funds Exp	5.79%	5%	✓						
<b>Subtotal</b>		<b>0.20</b>	<b>0.05</b>	<b>0.00</b>	<b>0.15</b>	<b>0.00</b>	<b>0.00</b>		
<b>Total</b>		<b>1.65</b>	<b>0.40</b>	<b>1.10</b>	<b>0.15</b>	<b>0.00</b>	<b>0.00</b>		
<b>Calculated Total</b>									

Source: S&P U.S. Local Governments General Obligation Ratings (September 12, 2013). RBCCM's interpretation of S&P rating criteria. Actual S&P rating may differ.

RBCCM's team of professionals will work with the Village and its financial advisor to develop a rating strategy that highlights the credit strengths of the Village, including:

- Sizeable population of over 61,000 residents with a large and diverse tax base (Top 10 ad valorem taxpayers represent approximately 8% of total ad valorem collections), strong housing market, and low unemployment rate of 2.3% as of July 2022;
- Solid general unassigned balance of over \$16 million in FY 2021, projected \$21.6 million for FY 2022 and projected \$18.7 million for FY 2023 based on the proposed FY 2023 budget, which is 36% of budgeted expenditures;
- Council's unassigned fund balance target of between 25% and 30%;
- Low debt levels with ample debt capacity in case of emergencies;
- Strong restricted reserves such as the \$2.8 million Rate Stabilization, \$3.0 million Emergency Reserve, \$1.53 million Insurance Reserve, and \$0.5 million F&I Reserve as of FYE 2021;
- Significant revenue raising capacity under the 10-mil limit with overall operating millage of 2.47 mills; and,
- Strong management practices with a proven track record of controlling expenses.

#### Wellington Taxable Values and Ad Valorem Taxes

FY	TAV		Ad Val. Taxes		Millage	
	(\$mil)	% Increase	(\$mil)	% Increase	Rate	% Increase
2018	7,924	5.7%	18.6	7.5%	2.43	-0.4%
2019	8,323	5.0%	20.0	7.5%	2.48	2.1%
2020	8,639	3.8%	20.6	3.0%	2.47	-0.4%
2021	8,829	2.2%	21.0	1.9%	2.47	0.0%
2022	9,233	4.6%	21.8	3.8%	2.47	0.0%
2023	10,408	12.7%	24.4	11.9%	2.47	0.0%

Source: Village Budgets. Preliminary Taxable Value (July) shown for FY 2023. Prior years Taxable Value is Final Taxable Value (Post VAB).

The Village's tentative FY 2023 Budget demonstrates its proactive planning and its ability to reduce capital expenditures in the current inflationary environment. The proposed FY 2023 Governmental Capital Projects budget of \$13.8 million is \$5.5 million less than the FY 2022 budget, and the Utilities Capital Projects budget of \$10.0 million is \$1.7 million less than FY 2022.

The Village's preliminary FY 2023 Taxable Assessed Value of \$10.4 billion represents a 12.7% increase compared to FY 2022's TAV of \$9.2 billion. The Village's Ad Valorem Tax revenue has steadily increased



over the past five years, allowing for a relatively stable millage rate ranging from 2.43 – 2.48, with the millage remaining constant at 2.47 mills for the last four years based on the proposed FY 2023 millage. With a 12.7% increase in taxable value and no change in the millage rate, the tax revenue increase is 11.9%, or \$2.6 million. Adjusted for inflation, the revenue increase is 9.8%. Ad Valorem Tax revenue of \$24.4 million represents 44% of General Fund revenues for FY 2023, an increase as a percent of total revenues from prior years. In FY 2021, property taxes represented 31% of governmental funds revenue.

While the focus of the rating discussion will be on the Village's favorable location, unique equestrian focus, manageable population growth, economic development and employment opportunities, rising property values, and strong financial profile, questions will arise regarding climate change, resiliency and mitigation strategies, and cybersecurity.

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**7. Marketing and Distribution – Describe your specific marketing plan to achieve the best execution in selling the Series 2023 Bonds, including a discussion of the proposed timing. Discuss your understanding of investor demand, both retail and institutional, for the Series 2023 Bonds and for CB&A debt in general. Provide a brief overview of your firm's capabilities and experience with taxable municipal bond issues. Include a discussion of any unique considerations or disclosures in today's market for the Series 2023 Bonds.**

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### **Current Taxable Municipal Market**

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The issuance of taxable municipal debt increased significantly starting in 2018 when the 2017 Tax Cuts and Jobs Act went into effect and eliminated tax-exempt advance refundings. In 2020, taxable issuance grew to over 31% of total municipal debt and in 2021 reached approximately 25%. Taxable issuance in 2022 has declined sharply to approximately 15% of total issuance as interest rates have increased and taxable advance refundings of outstanding tax-exempt debt is no longer economical.

While taxable municipal rates have increased recently due to the rise in U.S. Treasuries, which are the underlying base from which all taxable municipal bonds are priced, competing factors have kept credit spreads largely unchanged. The lack of taxable municipal supply favors issuers as investors have significant demand, but tax-exempt-to-taxable ratios are high, meaning that tax-exempt investments currently have lower prices and higher taxable equivalent yields. In addition to competition from tax-exempt investors, the corporate (taxable) debt market has seen significant issuance over the past months, including \$50 billion in issuance during the holiday-shortened week of September 6. Corporate bonds are often more liquid than taxable municipal bonds, a safer investment due to larger block sizes and the huge corporate bond market, and have more favorable make-whole call features for investors.

Consistent with tax-exempt investors, the largest buyers of taxable municipal paper in the current market are mutual funds, insurance companies and separately managed accounts (SMAs). As discussed further below, we have also seen some true retail investors participating in the shortest part of the yield curve (1-3 years). There have been significant outflows from municipal bond funds throughout 2022, with total outflows over \$53 billion and recent outflows nearing \$1.1 billion for the week ending September 7, 2022. Although municipal bonds funds are not as big of an investor in taxable debt as they are tax-exempt, these outflows still impact the taxable market with cash flow stress.

### **Taxable Distribution Capabilities**

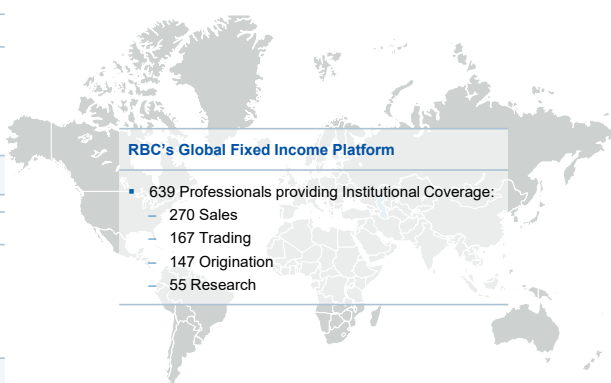
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RBCCM offers the Village a broad taxable distribution network. Since 2019, RBCCM is ranked as the #3 senior manager of municipal taxable bonds, managing over \$27 billion of taxable municipal bonds in 487 transactions. RBCCM has a comprehensive global distribution network to sell taxable municipal securities. RBCCM dedicates a full time underwriter to the taxable municipal market (Glenn McGowan, Managing Director), who will work side-by-side with our Florida underwriter (Chad Runnels, Director) and



is further supported by globally by 639 taxable sales and trading professionals. RBCCM promotes strong relationships with the aforementioned traditional buyers, but also with international buyers through our globally integrated fixed income platforms. Our clients benefit from RBCCM's sales and trading units in every major financial center, including hubs in Hong Kong, London, New York, Sydney and Toronto.

<b>Canada</b> 162 <ul style="list-style-type: none"> <li>79 Sales</li> <li>31 Trading</li> <li>32 Origination</li> <li>20 Research</li> </ul> <p>Canada's largest institutional and retail distribution network</p> <ul style="list-style-type: none"> <li>1,400+ Retail Advisors</li> </ul> <p><b>Canadian Primary Dealer</b></p>	<b>Europe</b> 151 <ul style="list-style-type: none"> <li>27 Origination</li> <li>9 Research</li> <li>67 Sales</li> <li>48 Trading</li> </ul> <p><b>Gilt Edged Market Maker</b></p>
<b>United States</b> 281 <ul style="list-style-type: none"> <li>100 Sales</li> <li>78 Trading</li> <li>81 Origination</li> <li>22 Research</li> </ul> <p>Significant institutional and retail distribution platform</p> <ul style="list-style-type: none"> <li>45 Institutional</li> <li>2,200+ Retail</li> </ul> <p><b>US Primary Dealer</b></p>	<b>Asia-Pacific</b> 45 <ul style="list-style-type: none"> <li>7 Origination</li> <li>3 Research</li> <li>24 Sales</li> <li>11 Trading</li> </ul> <p><b>Australian Primary Dealer</b></p>



## Institutional Distribution Capabilities

RBCCM provides complete coverage of large Tier I national institutional investors as well as mid-sized money managers, investment advisors, corporations, insurance companies and other regional institutions (Tiers II, III and IV). Our extensive institutional distribution platform includes municipal sales and trading in the Firm's New York headquarters as well as hubs in Boston, Chicago, Dallas, Minneapolis, Nashville, Philadelphia and San Francisco. RBCCM's institutional distribution resources include:

- 41 institutional sales and institutional/retail trading professionals covering municipal investors, which is the core component of our distribution system and one of the largest institutional sales/trading forces in municipal finance;
- A municipal underwriting team comprised of 12 professionals that stand ready to aggressively price bonds in the primary market and provide an unmatched depth of market intelligence;
- 5 professionals who specialize solely in the distribution of short-term bonds; and,
- An extended salesforce of 35 institutional middle market professionals, who are extremely valuable in diversifying the overall buyer base and reducing concentration to any individual investor sector.

RBCCM Sales, Trading & Underwriting Statistics			
Institutional	National	Florida	Palm Beach Gardens
Sales & Trading Professionals	41	-	-
UW Professionals	17	-	-
Retail	National	Florida	Palm Beach Gardens
Total Accounts	886,652	45,139	4,812
Total AUM	\$376.5 billion	\$26.5 billion	\$3.6 billion
Muni Account Assets	\$27.3 billion	\$3.3 billion	\$837 million
Muni Assets as % of Total	7.3%	12.7%	23.1%
Number of Branches	215	9	1
Financial Advisors	1,962	74	17

\*As of July 2022

**RBCCM underwrites more transactions annually than almost every other firm in the industry, which makes us especially qualified to maintain relationships with small- to mid-sized Tier II, III and IV regional institutions.** When pricing a transaction, we strategically avoid allowing large institutions to dictate early reads on the scale and final pricing levels, ensuring that the issuer controls the pricing process, not the other way around. The benefit of our comprehensive distribution network has been emphasized during the recent volatile markets.

## Retail Distribution Capabilities

Given the relatively low interest rate environment based on historical levels, we anticipate limited retail participation on the Village's taxable bonds, and typical retail investors express demand for taxable municipal bonds on the very short-end of the yield curve (1-3 years). With the current proposed structure of the Series 2023 Bonds not having a principal payment in 2023, the amount of bonds on the short-end





of the curve is limited. Because of the recent rise in municipal interest rates, we have seen more retail investors begin to express interest in directly purchasing bonds. RBCCM will market the Village's bonds to the retail public through our:

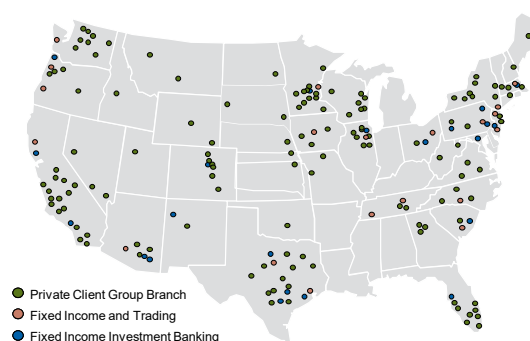
- RBC Wealth Management ("RBCWM") platform with over 1,950 financial advisors located in 215 offices nationwide throughout 40 states; and,
- Professional retail investors, which are Tier I institutional accounts of RBCCM.

RBCWM's nine Florida retail brokerage offices are located in in **Palm Beach Gardens, Boca Raton, Fort Lauderdale, Miami, Naples, Sarasota, St. Petersburg, Stuart and Winter Park**. Our 71 Florida retail brokers manage over 45,000

Florida retail accounts with \$268 billion in assets under management, including \$3.3 billion of municipal securities. In addition, with the recent acquisition of City National Bank, RBCCM has added an additional 75 branch offices nationwide, including one in Miami, and a strong core of high-net worth individual accounts.

As the bond market has become more sophisticated, many individual retail investors have relied on asset managers to invest their funds in municipal bonds. RBCCM leverages our RBCWM system to drive traditional retail interest and supplement the strong demand from professional retail, which consists of investment advisors, money managers, bank trust departments, and separately managed accounts (SMAs). We would anticipate that almost all retail demand for the Series 2023 Bonds to come from these types of investors rather than true individual retail.

#### RBC's National Distribution Network



### Marketing Strategy

RBCCM's marketing approach is designed to reach a diverse audience of prospective buyers and take advantage of our robust distribution capabilities to achieve optimal pricing results for the Village. RBCCM's strategy takes a three-pronged approach that focuses on creating investor demand through:

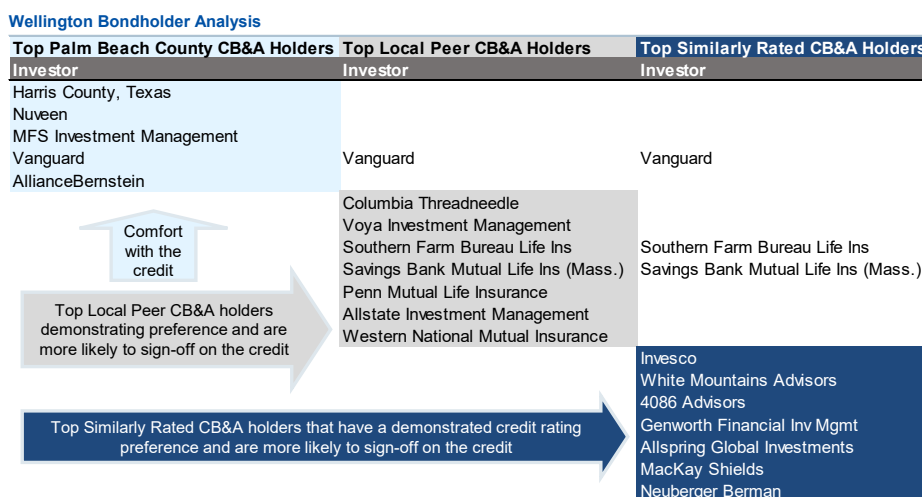
1. **Investor Education.** RBCCM recommends a multifaceted investor education process, including early distribution of information to drive credit approvals through one-on-one calls with large accounts and internal RBCCM and RBCWM communications. An effective investor education program includes the early release of the POS and online investor presentation (7-10 days prior to pricing), institutional salesforce teach-ins which provide key transaction points for a tailored investor message, and internal conference calls with RBCWM's retail brokerage system to ensure a full understanding of the credit.
2. **Broadening the Interested Investor Universe.** The cornerstone of our marketing strategy is to identify all potential investor demand based on the transaction structure, including top-tier and regional/middle market institutional investors. Marketing to all investor types, with a specific focus on Tier II-IV institutions and separately managed accounts (professional retail), will be a top priority. Given that RBCCM senior manages approximately 600 financings each year, we have built relationships with numerous investors who will have interest in the Village's bonds. Our salesforce will generate demand from a vast array of investors to diversify the buyer base.
3. **Targeted Institutional Investor Outreach.** To increase our marketing and distribution capabilities and expand the investor base for our clients, RBCCM recently created the Debt Capital Markets (DCM) group to bridge the public and private side of the municipal bond markets. DCM consists of data driven experts, investor focused coverage and product specialists who are a resource for RBCCM's investment banking team. DCM plays an integral part in RBCCM's all-encompassing approach to



harvesting and intelligently processing vast amounts of municipal market data as well as expanding investor relationships to offer creative financing solutions and the best execution for our issuer clients.

RBCCM will work with the Village early in the transaction process to refine our marketing approach and tailor our strategy to real-time market conditions to ensure broad investor participation and best pricing execution. We will use our customized bondholder analysis as a tool for our salesforce's outreach that helps target investors such as:

- **Target I: Top Holders of Palm Beach County CB&A Bonds.** Since the Village does not have any outstanding CB&A debt, one of the first investor bases that we will analyze are current holders of Palm Beach County CB&A debt. The County has a significant amount of CB&A debt outstanding and its CB&A credit ratings (Aa1/AAA/AA+) are in-line with the anticipated rating(s) of the Village's proposed Series 2023 Bonds. Current reported holders of the County's CB&A debt that will be RBCCM marketing targets include Harris County, Texas, Nuveen, MFS Investment Management, Vanguard, AllianceBernstein, and BlackRock Advisors, among others.
- **Target II: Top Holders of Local Peer CB&A Bonds.** There are several local municipalities within Palm Beach County that have CB&A debt outstanding that provide an effective peer group to analyze for potential investors of the Village's debt. These entities include Lake Worth Beach (A2/AA-/NR), Palm Beach Gardens (Aa1/AAA/AA+), Riviera Beach (NR/AA/AA-), and West Palm Beach (a3/NR/AA). Bondholders of these entities' CB&A debt have the next best understanding of the credit as they are familiar with the Florida economy and CB&A dynamic, as well as environmental challenges and cybersecurity risks. These investors would require additional education on the Village and its financial position. RBCCM targets from this group will be Columbia Threadneedle, Voya Investment Management, Southern Farm Bureau Life Insurance, Savings Bank Mutual Life Insurance (Mass.), Penn Mutual, Allstate, and Western National Mutual Insurance, among others.
- **Target III: Top Holders of Similarly Rated CB&A Bonds.** Expanding upon the previous two categories of bondholders, RBCCM will analyze current holders of CB&A debt of other highly rated Florida municipalities. We would analyze holders of CB&A debt rated AAA and AA+ by S&P, including Coral Gables, Coral Springs, Davie, Dunedin, Fort Lauderdale, Longboat Key, Orlando, Palm Beach, and Tampa. RBCCM's initial analysis has determined that investors such as Invesco, White Mountain Advisors, 4086 Advisors, Genworth Financial, Allspring Global, and MacKay Shields are not top holders of the prior two categories of bonds, but are significant holders of highly rated Florida CB&A bonds. This segment of potential buyers is comfortable with the CB&A security, which will help with their internal approvals, and will require education on the Village, available revenues, local economy, and project.





## Case Study: Town of Davie, Florida



On June 9, 2020, RBCCM served as Sole Manager on Davie's \$47,650,000 Taxable Water and Sewer Refunding Revenue Bonds, which advance refunded the Series 2011 Bonds. RBCCM has served as senior managing underwriter to Davie on 6 transactions totaling over \$332 million since 1985. The Town had been inactive in the public market for a few years and the approach to the rating agencies and investors was critical, as the Town's Water and Sewer System lost its top customer less than a year prior to pricing. RBCCM assisted the Town in crafting a detailed plan to educate rating agencies and investors on the customer base and System's revenue stream.

Because of the delay in pricing from the original timing in March due to the market shutdown from COVID, RBCCM reviewed the possibility of a tax-exempt forward delivery bond providing a lower cost of funds than taxable as we became closer to the call date with each passing month. When the market returned in May, pricing comparisons from our taxable and tax-exempt underwriting desks indicated that continuing with a taxable structure would provide the most savings and bond insurance would be cost-effective.

During the week leading up to pricing, the 10-year and 30-year UST yields increased by 25 and 22 bps, respectively. At the beginning of the pricing week of June 8, yields began to rally and become more favorable. **RBCCM generated over \$439 million of orders from 37 institutional investors, which enabled us to reduce spreads by 5-15 basis points in certain maturities.** The refunding achieved an All-In True Interest Cost of 2.86% and net present value savings of \$7.7 million, 17% of bonds refunded.

**8. Capital – Provide the firm's capital position for the past three years, including total capital, equity capital, net capital, and excess net capital. Clearly indicate if your firm draws a distinction between excess net capital allocated to primary market underwriting and to secondary trading. Describe the firm's ability and willingness to underwrite bonds, and provide a specific case study in which the firm committed capital to a Florida municipal issuer.**

Excess net capital is a regulatory calculation that expresses RBCCM's overall exposure limits in its fixed income business, and the Firm separately establishes departmental and sector-related limits to guide daily operations. Within the Municipal Finance Department there are specific limits set for both underwriting and secondary trading, which are fungible to allow for immediate approval of discretionary increases as situations arise.

RBC, the parent company of RBCCM, is one of the few major global financial institutions to have maintained a strong capital position without receiving any governmental funding or support. The total equity capital of RBC was \$74.3 billion at the Firm's 2021 fiscal year end. **RBCCM's excess net capital of \$1.5 billion corresponds to a maximum underwriting capacity for a single bond issue of \$21.0 billion as of October 31, 2021.**

The Firm uses our balance sheet to support issuer and investor clients on a daily basis. We routinely purchase unsold balances as senior manager to

RBC Capital Position (\$000s)			
	10/31/2019	10/31/2020	10/31/2021
Total Regulatory Capital	63,501,405	65,130,611	79,762,559
Total Equity Capital	59,144,962	63,750,187	74,322,403
Tier 1 Capital	51,530,868	55,550,968	66,423,841

RBCCM Capital Position (\$000s)			
	10/31/2019	10/31/2020	10/31/2021
Total Regulatory Capital	7,305,576	8,715,903	8,359,425
Total Equity Capital	5,905,576	6,465,903	6,959,425
Net Capital	1,841,077	2,769,939	1,905,835
Uncommitted (Excess Net) Capital	1,599,801	2,462,374	1,472,476
<b>Underwriting Capacity</b>	<b>22,854,306</b>	<b>35,176,772</b>	<b>21,035,373</b>

Select RBCCM Capital Commitments				
Sale Date	Par (\$000)	Issuer	Underwritten (\$000)	% of Issue
08/31/22	136,820	Las Vegas Convention & Visitors Auth 2022B	8,190	6.0%
08/31/22	99,175	Jacksonville Special Revenue Bonds 2022C	27,005	27.2%
07/12/22	85,455	St Johns County School Board COPs 2022A	6,425	7.5%
06/09/22	39,040	Ridley SD GO 2022	5,160	13.2%
03/08/22	39,670	Cheltenham SD GOB 2022A	8,170	20.6%
02/24/22	170,485	New York Mortgage Agency 242, 243 & 244	35,060	20.6%
01/13/22	31,970	USAF Visitor's Center BID 2022 A&C	22,570	70.6%
01/11/22	61,650	Iowa Finance Authority 2022A	7,107	11.5%
11/08/21	23,245	Deer Park ISD LTGO 2021	5,915	25.4%
10/06/21	217,810	Equitable School Revolving Fund 2021 A-D	45,190	20.7%
09/21/21	76,970	Minnesota HFA 2021 A-D	16,365	21.3%
08/19/21	35,000	Palm Beach Co HFA	12,000	34.3%
08/12/21	16,815	El Paso County SD GO 2021	7,520	44.7%
08/11/21	108,845	Pecos-Barstow-Toyah ISD GO 2021	18,640	17.1%
06/24/21	34,390	Ft Bend Grand Parkway Toll Road Auth 2021	8,607	25.0%
06/22/21	33,545	Laredo COO 2021A & B, GO 2021A	12,550	37.4%
06/22/21	274,375	San Antonio Water Sys Jr Lien Rev 2021A	39,240	14.3%
03/24/21	65,760	Washoe Co LTGO 2021	6,900	10.5%
03/03/21	48,750	Whittier UHSD Series A	20,785	42.6%
02/25/21	48,475	Fairborn CSD 2021A	12,320	25.4%
02/17/21	90,000	Durango SD 2021 GOB	24,705	27.5%

Source: RBCCM's Internal Database



support a transaction, ensure an orderly secondary market, comply with issue-price regulations, and provide comfort to investors that residual positions will be in strong hands. The Capital Commitment table on the previous page provides recent examples of RBCCM committing significant capital to support our clients. The case study below highlights a recent large capital commitment on a Florida financing.

### Case Study: City of Jacksonville, Florida



On August 31, 2022, RBCCM priced Jacksonville's \$99.2 million Special Revenue Bonds, Series 2022C as senior manager, which were secured by a CB&A. Market conditions were extremely volatile, with by constant outflows from municipal bond funds and lack of demand from institutional investors, specifically on the longer end of the yield curve. The City and its financial advisor chose to take advantage of flexibility previously built into the financing documents by removing the transaction's longer term maturities (2038-2052) and replacing them with medium term notes in the middle of the curve (2033-2037). Even with this last minute structural change, unsold balances remained at the end of the order period. To provide the City with the best financing possible given the adverse market conditions, **RBCCM lowered the spreads in several early maturities where there was investor oversubscription and stocked in excess of \$27 million in unsold bonds, committing a significant amount of the Firm's capital.**

### 9. References – Provide three Florida public client references for whom the firm provided similar services within the past three years. For each reference, include the contact person's name, entity, title, address, phone number, and email address.

Following are three public clients who may be contacted as a reference with respect to RBCCM's work performance as an investment banking senior managing underwriter on similar types of financings.

**Bill Ackerman**  
Budget and Finance Director  
**Davie, Florida**  
8800 SW 36<sup>th</sup> Street  
Davie, FL 33328  
(954) 797-1050  
william\_ackerman@davie-fl.com

**Robert Daddario**  
Finance Director  
**Cutler Bay, Florida**  
10720 Caribbean Boulevard  
Cutler Bay, FL 33189  
(305) 234-4262  
rdaddario@cutlerbay-fl.gov

**Andrew Thompson**  
Finance Director  
**Oakland Park, Florida**  
3650 NE 12<sup>th</sup> Avenue  
Oakland Park, FL 33334  
(954) 630-4203  
andrewt@oaklandparkfl.gov

### 10. Regulatory and Conflicts of Interest – Identify and provide a brief description of any instances arising out of actions of omissions of your firm that occurred or were alleged to have occurred during the period from January 1, 2017 to June 1, 2022 in which your firm admitted that it had, or was determined by a court or federal or state regulatory agency to have violated a law or regulation in connection with the underwriting of a municipal security (as defined in Section 3(a)(29) of the Securities Exchange Act of 1934) or breached a contract with the issuer of a municipal security. Disclose any conflicts of interest or potential conflicts of interest that may arise as a result of your being hired for this engagement.

#### Regulatory

RBCCM is an indirect, wholly-owned subsidiary of RBC, a large global institution subject to many different legal and regulatory requirements in the United States, Canada and other jurisdictions. Our response to this question is limited to matters involving the Municipal Markets business of RBCCM, the broker-dealer through which we conduct our municipal underwriting and financial advisory activities. From time to time, certain of RBCCM's regulators may conduct investigations, initiate enforcement proceedings and/or enter into settlements with RBCCM with respect to issues raised in various investigations. Similarly, RBCCM is a defendant or respondent in various litigations and arbitrations that arise in the ordinary course of



business. RBCCM complies fully with its regulators in all investigations and in all settlements RBCCM reaches. The Financial Industry Regulatory Authority ("FINRA"), in furtherance of its responsibilities as the securities industry's self-regulatory organization pursuant to Section 15A(i) of the Securities Exchange Act of 1934, maintains a public database on registered broker-dealers and their associated persons known as BrokerCheck (<http://www.finra.org/Investors/ToolsCalculators/BrokerCheck/>). The information available through BrokerCheck is derived from the Central Registration Depository (CRD®), the securities industry online registration and licensing database. Information in CRD is obtained through forms that broker-dealers, their associated persons and regulators complete as part of the securities industry registration and licensing process, and to comply with comprehensive disclosure obligations imposed by FINRA and other regulators. RBCCM generally does not disclose investigations, proceedings, litigations, arbitrations, or settlements except as required through CRD, and RBCCM makes no representations as to the existence or non-existence of any such investigations, proceedings, litigations, arbitrations, or settlements beyond what is available through CRD. To the extent material to the financial results of RBC, any investigation, proceeding, litigation, arbitration, or settlement involving RBCCM also is disclosed in RBC's financial statements, which may be obtained by visiting [www.rbc.com/investorrelations/](http://www.rbc.com/investorrelations/).

### Conflicts of Interest

The Municipal Finance division of RBCCM has developed extensive policies, procedures and training to identify, manage, and disclose actual and/or potential conflicts of interest. These include written policies, annual online compliance training, and transaction review processes that may require written disclosure as appropriate. To the best of our knowledge, there exists no actual or potential conflict of interest with the party identified in the RFP, nor any formal or informal relationship that the firm or any of the personnel listed in the response has with any party that might interfere with the firm's ability to provide objective advice and recommendations to the party identified in the RFP in performing the services in the RFP.

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**11. Counsel – Provide the name of the firm and specific attorney you would propose to use as Underwriter's Counsel and that firm's not-to-exceed fees and expenses. Underwriter's Counsel will be responsible for drafting the Bond Purchase Agreement and managing the underwriter's due diligence process. Mark E. Raymond, Esq. is acting Bond Counsel and Disclosure Counsel to the Village on the Series 2022 Bonds.**

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Following is the firm and attorney that we propose to use as underwriter's counsel on the Series 2023 Bonds. Underwriter's counsel has agreed to provide their services at a not-to-exceed fee of \$15,000 with no anticipated expenses.

**Bill Salim**  
**Moskowitz, Mandell & Salim, P.A.**  
800 Corporate Drive, Suite 500  
Fort Lauderdale, FL 33334  
(954) 491-2000  
[wsalim@mmsslaw.com](mailto:wsalim@mmsslaw.com)





## Additional Information

This section should address any other information necessary for a full understanding of your services and will not count towards the page limit. Please provide relevant information on any additional services offered by your firm.

The most significant corporations, institutional investors, asset managers, private equity firms, and governments around the globe recognize RBCCM as an innovative, trusted partner with an in-depth expertise in capital markets, banking, and finance. We are well-established in the largest, most mature capital markets across North America, Europe, and the Asia Pacific region, which collectively encompasses 84% of the global investment banking fee pool.

As part of a leading provider of financial services, RBCCM can provide a full scope of financial services to the Village. Founded in 1864, RBC is one of the largest banks in the world and the 5<sup>th</sup> largest in North America, as measured by market capitalization. With a strong capital base and consistent financial performance, RBC is among a small group of highly rated global banks.

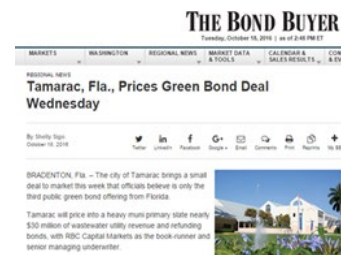
## Tax Credit Equity Group

RBCCM's Community Investment Group has invested over \$462 million in 6,573 homes across 46 properties through Low Income Housing Tax Credits and New Market Tax Credits in Florida. **In South Florida, the Community Investment Group has invested approximately \$110 million in 1,664 homes, and has deployed over \$36 million in 409 affordable homes in Palm Beach County.**

## Green Bonds

If appropriate, RBCCM recommends that the Village consider issuing the proposed Series 2022 Bonds as **Green Bonds**, a designation which can often attract environmentally conscious investors and will provide positive public relations for the issuance. A Green Bond designation is awarded on financings that include environmentally beneficial projects. Green Bonds have been used for many years by corporations and are a growing segment in the municipal market. **RBCCM served as senior manager on the first Green Bond issue in the Southeastern U.S. in November 2014.** This \$87 million issuance of **East Central Regional Wastewater Treatment Revenue Bonds, Series 2014 (Green Bonds)** financed biosolids treatment capacity for members including **Riviera Beach**. This initial Green Bond designation resulted in national recognition including two articles in *The Bond Buyer*.

RBCCM also served as senior manager on Green Bond financings for Oakland Park, Tamarac and Venice. Tamarac's Green Bond designation garnered articles in *The Bond Buyer* in 2016, providing invaluable investor exposure to the City's \$22 million sale. For Venice's \$15 million Green Bond financing in 2015, a large institutional investor placed orders for \$4.7 million in large part due to this special designation. The Green Bond designation clearly helped Venice's pricing by generating more demand, stabilizing rates along the curve, and reducing risk for the City.





## Cost and Time

### 1. Plan of Finance – Provide structuring ideas for the CB&A bonds.

The Village's Utility System Note, Series 2018 and 2019, although secured by a covenant to budget and appropriate pledge, are paid for from utility system revenues in the general fund. As such, we've provided below preliminary new money statistics for the Village's Series 2023 Bonds structured as 30-year level debt service. At rates as of September 8, 2022, the Village's Series 2023 Bonds would have a true interest cost of 4.94% and total debt service over the life of the Bonds of \$61.1 million, with an average annual debt service of \$2.0 million.

Summary of Financing Results		Debt Service Summary			
Scenario	30-Yr Level Debt Service	Bond Year	Series 2018 & 2019 Debt Service	Series 2023 Debt Service	Aggregate Debt Service
Estimated Dated Date	04/05/2023	2023	\$1,667,225	\$731,299	\$2,398,524
Par Amount	\$31,260,000	2024	1,667,225	2,010,839	3,678,064
Project Fund Deposit	\$31,000,000	2025	1,667,225	2,011,887	3,679,112
<b>True Interest Cost</b>	<b>4.94%</b>	2026	1,667,225	2,011,932	3,679,156
Average Life (Years)	19.35	2027	1,667,225	2,015,342	3,682,567
Avg Annual DS (Series 2023)	\$2,004,853	2028	1,667,225	2,012,200	3,679,425
MADS (Series 2023)	\$2,015,608	2029	1,667,225	2,012,960	3,680,185
<b>Total DS (Series 2023)</b>	<b>\$61,125,741</b>	2030	1,667,225	2,012,210	3,679,435
Avg Annual DS (Aggregate)	\$2,565,636	2031	1,667,225	2,014,780	3,682,005
MADS (Aggregate)	\$3,682,833	2032	1,667,225	2,015,608	3,682,833
		2033	1,667,225	2,014,794	3,682,019
		2034	69,492	2,012,308	2,081,800
		2035	-	2,012,735	2,012,735
		2036	-	2,010,786	2,010,786
		2037	-	2,011,390	2,011,390
		2038	-	2,014,678	2,014,678
		2039	-	2,014,908	2,014,908
		2040	-	2,012,378	2,012,378
		2041	-	2,012,643	2,012,643
		2042	-	2,015,458	2,015,458
		2043	-	2,015,578	2,015,578
		2044	-	2,013,003	2,013,003
		2045	-	2,010,888	2,010,888
		2046	-	2,010,743	2,010,743
		2047	-	2,012,315	2,012,315
		2048	-	2,015,353	2,015,353
		2049	-	2,014,603	2,014,603
		2050	-	2,015,065	2,015,065
		2051	-	2,011,488	2,011,488
		2052	-	2,013,870	2,013,870
		2053	-	2,011,708	2,011,708
		<b>Total</b>	<b>\$18,408,966</b>	<b>\$61,125,741</b>	<b>\$79,534,707</b>

<sup>(1)</sup> Assumes credit ratings of NR/AA+/NR

<sup>(2)</sup> Rates as of COB on September 8, 2022; subject to change





## Cost and Time

**2. Pricing – Provide a proposed taxable pricing scale (including applicable Treasury spread and yield) assuming Treasury rates as of close of business on Thursday, September 8, 2022, based on the following characteristics: (i) \$31 million project fund; (ii) 30-year final maturity; (iii) level debt service structure; (iv) the cost of a 10-year par call**

The table below provides the expected pricing levels for the Village's proposed taxable series of bonds taking into account the assumptions provided in the RFP. These pricing levels are based on market conditions as of the close of business on September 8, 2022, assuming a credit rating of AA+ from S&P to be conservative and assuming a 10-year par call with a make-whole call feature for the first 10 years. RBCCM would not recommend an alternative redemption feature at this time.

Proposed Series 2023 Taxable Scale <sup>(1)(2)</sup>							
Year	Par (\$000)	Proposed Structure (\$000)	UST Benchmark	UST Rate	Credit Spread (bps)	Coupon (%)	Yield (%)
2024	515	515	2-year	3.48	20	3.68	3.68
2025	535	535	2-year	3.48	25	3.73	3.73
2026	555	555	3-year	3.54	35	3.89	3.89
2027	575	575	5-year	3.39	60	3.99	3.99
2028	600	600	5-year	3.39	65	4.04	4.04
2029	620	620	7-year	3.37	75	4.12	4.12
2030	650	650	7-year	3.37	85	4.22	4.22
2031	675	675	10-year	3.29	100	4.29	4.29
2032	705	705	10-year	3.29	105	4.34	4.34
2033	735	735	10-year	3.29	110	4.39	4.39
2034	765	765	10-year	3.29	120	4.49	4.49
2035	800	800	10-year	3.29	130	4.59	4.59
2036	840	840	10-year	3.29	140	4.69	4.69
2037	880	880	10-year	3.29	145	4.74	4.74
2038	920	920	10-year	3.29	155	4.84	4.84
2039	965						
2040	1,010						
2041	1,060						
2042	1,110						
2043	1,165	5,310	30-year	3.45	145	4.90	4.90
2044	1,225						
2045	1,285						
2046	1,350						
2047	1,420						
2048	1,490						
2049	1,565						
2050	1,645						
2051	1,730						
2052	1,815						
2053	1,905	15,430	30-year	3.45	160	5.05	5.05

<sup>(1)</sup> Assumes credit ratings of NR/AA+/NR and 10-year par call feature.

<sup>(2)</sup> Interest rates and credit spreads as of close of business on September 8, 2022.



## Cost and Time

### 3. Fees – Provide proposed takedowns by maturity and expenses for this transaction.

RBCCM's proposed fees to serve as senior managing underwriter on the Series 2023 Bonds, including takedown by maturity and underwriter's expenses, are provided in the tables below. Underwriting expenses may vary slightly depending on the final structure, par amount, and size of underwriting team.

Underwriter's Discount			Takedowns by Maturity	
	\$/Bond	\$ Amount	Maturity (10/1)	Takedown (\$/Bond)
Management Fee	\$0.00	\$0.00	2024-2032	\$2.00
Average Takedown	2.70	84,513.75	2033-2038	2.50
Underwriter's Expenses	0.69	21,596.12	2039-2043	2.75
<b>Total Underwriters' Discount</b>	<b>\$3.39</b>	<b>\$106,109.87</b>	2044-2053	3.00

Breakdown of Underwriter's Expenses		
	\$/Bond	\$ Amount
Underwriter's Counsel	\$0.48	\$15,000.00
IPREO	0.10	3,268.79
Dayloan	0.03	868.33
DTC	0.03	800.00
CUSIP	0.02	659.00
Miscellaneous	0.03	1,000.00
<b>Total Underwriters' Expenses</b>	<b>\$0.69</b>	<b>\$21,596.12</b>

## Appendix A:

### Florida Financing Experience (2019 – 2022 YTD)



Capital  
Markets

# RBCCM's Negotiated Florida Underwriting Experience

Dated Date	Issuer Name	Par (\$)	Role
01/31/19	County of Miami-Dade FL Water & Sewer System Revenue	233,305,000	Co-Manager
02/28/19	Florida Housing Finance Corp	9,200,000	Senior Manager
04/01/19	Orange County Housing Finance Authority	26,000,000	Senior Manager
04/23/19	County of Sarasota FL Utility System Revenue	38,725,000	Co-Manager
04/30/19	Escambia County Housing Finance Authority	15,000,000	Senior Manager
05/09/19	Martin County Health Facilities Authority	497,365,000	Co-Manager
05/23/19	County of Martin FL Half-Cent Sales Tax Revenue	38,840,000	Senior Manager
05/30/19	County of Miami-Dade FL Aviation Revenue	494,925,000	Co-Manager
06/28/19	Florida Housing Finance Corp	18,400,000	Senior Manager
07/23/19	Miami-Dade County Housing Finance Authority	10,750,000	Senior Manager
07/31/19	Pinellas County Housing Finance Authority	15,000,000	Senior Manager
08/08/19	City of Lauderdale FL Sales Tax Revenue	16,405,000	Senior Manager
08/21/19	Broward County Housing Finance Authority	22,000,000	Senior Manager
08/28/19	Florida Housing Finance Corp	175,000,000	Co-Manager
08/29/19	Pinellas County Housing Finance Authority	17,130,000	Senior Manager
09/19/19	County of Miami-Dade FL Aviation Revenue	387,590,000	Co-Manager
09/23/19	County of Okaloosa FL Sales Tax Revenue	38,300,000	Senior Manager
09/24/19	Florida Housing Finance Corp	11,000,000	Senior Manager
09/26/19	County of Broward FL Port Facilities Revenue	490,670,000	Senior Manager
10/03/19	Greater Orlando Aviation Authority	1,135,370,000	Co-Manager
10/16/19	City of Oakland Park FL Water & Sewer Revenue	10,730,000	Senior Manager
10/24/19	Broward County Housing Finance Authority	14,500,000	Senior Manager
10/31/19	Florida Housing Finance Corp	40,030,000	Senior Manager
11/06/19	County of Miami-Dade FL Water & Sewer System Revenue	1,211,950,000	Co-Manager
11/08/19	St Johns County School Board	84,095,000	Co-Manager
11/26/19	Escambia County Housing Finance Authority	20,481,473	Senior Manager
12/05/19	Central Florida Expressway Authority	570,940,000	Co-Senior Manager
12/20/19	Escambia County Housing Finance Authority	6,500,000	Senior Manager
01/17/20	Florida Housing Finance Corp	14,000,000	Senior Manager
03/26/20	County of Clay FL Sales Surtax Revenue	103,420,000	Co-Manager
04/01/20	Florida Housing Finance Corp	15,300,000	Senior Manager
04/01/20	Leon County Housing Finance Authority	11,760,000	Senior Manager
04/30/20	Miami-Dade County Housing Finance Authority	32,000,000	Senior Manager
05/11/20	County of Citrus FL	26,680,000	Co-Manager
05/12/20	Palm Beach County School District	103,820,000	Co-Manager
05/21/20	Hillsborough County School Board	133,230,000	Co-Manager
06/01/20	Florida Housing Finance Corp	15,200,000	Senior Manager
06/11/20	City of Oakland Park FL	26,000,000	Senior Manager
06/23/20	Town of Davie FL Water & Sewer Revenue	47,650,000	Senior Manager
07/01/20	Florida Housing Finance Corp	25,000,000	Senior Manager
07/01/20	Miami-Dade County Housing Finance Authority	13,000,000	Senior Manager
07/15/20	Florida Housing Finance Corp	100,000,000	Co-Manager
07/22/20	JEA Electric System Revenue	221,670,000	Co-Manager
07/22/20	JEA Water & Sewer System Revenue	130,590,000	Co-Manager
08/04/20	Orange County Housing Finance Authority	42,400,000	Senior Manager
08/05/20	Pasco County School Board	71,465,000	Sole Manager
09/03/20	Florida Development Finance Corp	14,415,000	Senior Manager
09/16/20	City of Jacksonville FL	139,300,000	Co-Manager
09/16/20	City of Jacksonville FL	105,485,000	Co-Manager
09/24/20	Orange County Housing Finance Authority	20,240,717	Senior Manager

# RBCCM's Negotiated Florida Underwriting Experience

Dated Date	Issuer Name	Par (\$)	Role
09/30/20	Pinellas County Housing Finance Authority	21,600,000	Senior Manager
10/15/20	Miami-Dade County Housing Finance Authority	15,150,000	Senior Manager
10/15/20	St Johns County School Board	45,025,000	Co-Manager
10/27/20	City of Ocoee FL	11,335,000	Senior Manager
10/28/20	Florida Housing Finance Corp	125,000,000	Co-Manager
10/28/20	Jacksonville Transportation Authority	35,360,000	Co-Manager
10/29/20	Town of Cutler Bay FL	12,935,000	Senior Manager
10/29/20	Hillsborough County Industrial Development Authority	594,625,000	Co-Manager
10/29/20	City of Hollywood FL Water & Sewer Revenue	30,425,000	Senior Manager
11/25/20	City of Oviedo FL Utility System Revenue	28,360,000	Senior Manager
12/17/20	County of Sarasota FL Utility System Revenue	106,035,000	Co-Manager
12/22/20	City of Venice FL Utility Revenue	17,750,000	Senior Manager
01/07/21	County of Miami-Dade FL	506,515,000	Co-Manager
01/21/21	Florida Housing Finance Corp	24,000,000	Senior Manager
01/22/21	Miami-Dade County Housing Finance Authority	43,000,000	Senior Manager
02/03/21	Pinellas County School Board	59,780,000	Co-Manager
03/04/21	County of Pasco FL Second Local Option Fuel Tax Revenue	74,080,000	Co-Manager
03/11/21	Florida Housing Finance Corp	135,000,000	Co-Manager
04/22/21	Brevard County Housing Finance Authority	8,000,000	Senior Manager
04/22/21	Central Florida Expressway Authority	548,175,000	Co-Senior Manager
05/27/21	Miami-Dade County Housing Finance Authority	25,355,000	Senior Manager
06/23/21	Pinellas County Housing Finance Authority	16,759,834	Senior Manager
06/25/21	Pasco County School Board	67,410,000	Co-Manager
07/08/21	County of Miami-Dade FL Water & Sewer System Revenue	236,135,000	Senior Manager
07/22/21	Brevard County Housing Finance Authority	32,340,000	Co-Manager
07/28/21	Central Florida Expressway Authority	198,435,000	Senior Manager
07/28/21	JEA Electric System Revenue	44,560,000	Senior Manager
07/28/21	JEA Water & Sewer System Revenue	121,815,000	Co-Manager
08/01/21	Palm Beach County Housing Finance Authority	24,000,000	Senior Manager
08/01/21	Palm Beach County Housing Finance Authority	35,000,000	Senior Manager
08/12/21	Town of Miami Lakes FL Stormwater Utility System Revenue	15,500,000	Co-Manager
08/19/21	Florida Housing Finance Corp	140,000,000	Senior Manager
08/26/21	Orange County Housing Finance Authority	20,830,000	Senior Manager
09/02/21	Miami-Dade County Housing Finance Authority	36,825,000	Senior Manager
09/22/21	City of Jacksonville FL	97,900,000	Co-Manager
10/21/21	St Johns County Housing Finance Authority	15,000,000	Senior Manager
11/12/21	Orange County Housing Finance Authority	43,000,000	Senior Manager
11/18/21	Pasco County School Board	68,040,000	Co-Manager
11/22/21	County of Sarasota FL	15,750,000	Sole Manager
12/01/21	Town of Davie FL	36,600,000	Sole Manager
12/14/21	Pinellas County Housing Finance Authority	42,680,000	Sole Manager
12/15/21	County of Sarasota FL	20,795,000	Senior Manager
12/17/21	Florida Housing Finance Corp	14,454,000	Senior Manager
12/21/21	County of Broward FL Tourist Development Tax Revenue	487,425,000	Co-Manager
12/22/21	Broward County Housing Finance Authority	16,500,000	Senior Manager
12/29/21	Capital Trust Agency Inc	14,740,000	Sole Manager
01/27/22	Florida Housing Finance Corp	22,500,000	Senior Manager
02/16/22	Okaloosa County School Board	113,295,000	Co-Manager
02/22/22	Greater Orlando Aviation Authority	287,040,000	Co-Manager
02/24/22	City of Oakland Park FL	14,000,000	Senior Manager

# RBCCM's Negotiated Florida Underwriting Experience

<b>Dated Date</b>	<b>Issuer Name</b>	<b>Par (\$)</b>	<b>Role</b>
03/09/22	Hillsborough County Aviation Authority	723,255,000	Co-Manager
03/10/22	Collier County Health Facilities Authority	46,925,000	Senior Manager
03/29/22	Florida Housing Finance Corp	120,000,000	Co-Manager
06/01/22	Miami-Dade County Housing Finance Authority	17,455,000	Senior Manager
06/01/22	City of Palmetto FL	30,970,000	Sole Manager
06/07/22	Florida Development Finance Corp	28,490,000	Sole Manager
06/07/22	Florida Housing Finance Corp	150,000,000	Co-Manager
06/21/22	City of Tampa FL Water & Wastewater System Revenue	298,295,000	Co-Manager
07/07/22	Palm Beach County Health Facilities Authority	152,090,000	Sole Manager
07/21/22	County of Lee FL Local Option Gas Tax Revenue	90,480,000	Senior Manager
07/22/22	County of Broward FL Port Facilities Revenue	123,700,000	Senior Manager
07/28/22	St Johns County School Board	85,455,000	Senior Manager
08/04/22	Pasco County School Board	87,005,000	Co-Manager
09/22/22	City of Jacksonville FL	99,175,000	Senior Manager
<b>Total</b>	<b>114 Transactions</b>	<b>\$13,882,956,024</b>	

Appendix B:

Financing Team Bios



Capital  
Markets





## Financing Team Bios

RBCCM's Core Project Team Members					
Name	Title	Role	Location	Experience	Licenses
Julie Santamaria	Director	Co-Lead Banker (Day-to-Day Contact)	St. Petersburg	28 years	Series 7, 50, 53, 63
Matthew Sansbury	Director	Co-Lead Banker	Orlando	20 years	Series 7, 50, 53, 63, 79
Alex Bugallo	Director	Banking Support	Orlando	20 years	Series 7, 50, 53, 79
Tom Berger	Director	Quantitative Leadership	New York	31 years	Series 7, 53, 63, 65
Andrew Devenbeck	Associate	Quantitative Support	St. Petersburg	5 years	Series 7, 50, 52, 63, 79
Glenn McGowan	Managing Director	Taxable Underwriter	New York	16 years	Series 7, 24, 63, 79
Chad Runnels	Director	Florida Underwriter	Dallas	16 years	Series 7, 52, 53, 66, 79

### Lead Banker (Day-to-Day Contact): Julie Santamaria, Director

100 2<sup>nd</sup> Avenue South, Suite 800, St. Petersburg, FL 33701  
(727) 895-8871 | [julie.santamaria@rbccm.com](mailto:julie.santamaria@rbccm.com)

Julie Santamaria has been with RBCCM for 28 years and has been involved in numerous financings for cities, counties, and other governmental entities throughout Florida totaling over \$20 billion. Ms. Santamaria has recently served as senior/sole manager on financings for Davie, Lauderhill, Cutler Bay, Hollywood, Oakland Park, Ocoee, and Oviedo. She recently served as sole manager on a \$34 million transaction for the Town of Davie secured by a covenant to budget and appropriate from legally available non-ad valorem revenues. She is currently serving as sole manager on a GO bond financing for Golden Beach.

Ms. Santamaria has participated in numerous project financings utilizing covenant to budget and appropriate, general governmental pledged revenues, special taxes, tax increment revenues, fire assessments and enterprise funds. Julie Santamaria has extensive experience with enterprise funds such as utilities, having worked with clients on 5-year utility capital improvement plans, rate study design, special assessment methodology, water and sewer revenue bonds, and assessment revenue bonds.

Ms. Santamaria earned a B.S. from the University of Florida and a M.B.A. from Stetson University, and her education includes study at Harvard University and Oxford University (England). Ms. Santamaria is a registered securities representative, currently holding Series 7, 50, 53 and 63 licenses. Ms. Santamaria is a Board Member and former Treasurer for the National Women in Public Finance and is a founding member of the Florida Women in Public Finance.

### Lead Banker: Matthew Sansbury, Director

201 S. Orange Avenue, Suite 1005, Orlando, FL 32801  
(407) 867-6371 | [matthew.sansbury@rbccm.com](mailto:matthew.sansbury@rbccm.com)

Matthew Sansbury joined RBCCM in April 2021 with over 19 years of public finance experience, providing investment banking services to municipal issuers across Florida. Prior to joining RBCCM, Mr. Sansbury worked with Hilltop Securities, Stifel Nicolaus and Raymond James. Mr. Sansbury has worked on over 250 financings within the State valued at a total par amount in excess of \$32 billion. Mr. Sansbury's financing experience includes the entire gamut of municipal credits including, but not limited to, bonds backed by an issuer's CB&A, ad valorem taxes, water and sewer system revenues, electric system revenues, stormwater system revenues, solid waste system revenues, parking revenues, gas taxes, sales taxes, guaranteed entitlement revenues, tourist development taxes, tax increment revenues and special assessments.

Throughout his career, Mr. Sansbury has worked with over 90 Florida issuers, consisting mostly of cities, counties and K-12 school districts. Mr. Sansbury has provided financing services to numerous cities across the State including, but not limited to, Cocoa, Daytona Beach, Eustis, Key Biscayne, Lauderhill,



Leesburg, Madeira Beach, Naples, Ocoee, Orlando, Riviera Beach, St. Pete Beach, Tamarac and Tequesta.

Mr. Sansbury received a B.S. in Business Administration from the Warrington College of Business at the University of Florida and a M.B.A. from the University of South Florida. Mr. Sansbury is a registered securities representative, currently holding Series 7, 50, 53, 63 and 79 licenses.

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**Banking Support: Alex Bugallo, Director**

201 S. Orange Avenue, Suite 1005, Orlando, FL 32801

(407) 867-6372 | [alex.bugallo@rbccm.com](mailto:alex.bugallo@rbccm.com)

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Alex Bugallo joined RBCCM in May 2021 and has 19 years of public finance experience. Mr. Bugallo has participated in the completion of over 350 short-term and long-term financings exceeding \$35 billion in par issuance. Mr. Bugallo has spent nearly his entire career working in the municipal finance industry providing senior/sole managed underwriting services to local governments issuing less than \$10 million to over \$500 million.

The type of financings that Mr. Bugallo has completed include: sales tax revenue, water and sewer revenue, solid waste revenue, general obligation, COPs, covenant to budget and appropriate, special assessment, seaport revenue, airport revenue, tourist development tax, special tax revenue, tax increment revenue and revolving loan financings, among others. Mr. Bugallo has served as an investment banker for counties, cities, school districts, State issuing authorities, and 501(c)3 organizations.

Recently, Mr. Bugallo completed underwriting transactions for the following Florida issuers: Charlotte County, Seminole County, Inverness, Madeira Beach, Miramar, Pembroke Pines, and the School Boards of Brevard, Escambia, Highlands, Hillsborough, Lee, St. Johns, St. Lucie and Volusia Counties. For the past 15 years, Mr. Bugallo has represented the interests of Broward County, specializing in working with the County's Port Everglades and professional sports credits.

Mr. Bugallo received a B.S. in Economics and a B.S. in Political Science from Cleveland State University and later attended The Ohio State University where he obtained a M.B.A. Mr. Bugallo is a registered securities representative, currently holding Series 7, 50, 53 and 79 licenses.

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**Quantitative Leadership: Tom Berger, Director**

200 Vesey Street, 9<sup>th</sup> Floor, New York, NY 10281

(212) 618-5635 | [tom.berger@rbccm.com](mailto:tom.berger@rbccm.com)

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Tom Berger has over 30 years of investment banking experience having worked at RBCCM and its predecessor firms for the last 28 years. Mr. Berger is head of the Municipal Finance Department's Quantitative Analysis Group and manager of its analyst program. Previously, Mr. Berger worked in the Municipal Finance Departments at Artemis Capital Group, a women-owned firm acquired by RBCCM, and Goldman Sachs. Additionally, he worked in the Financial Strategies Group at Merrill Lynch.

Mr. Berger has particular expertise in cashflow analysis, refunding alternatives, derivative products, and investment strategies. Mr. Berger has worked with state agencies, counties and cities as well as a variety of revenue bond issuers.

Mr. Berger received his B.S. from the Sloan School of Management at M.I.T. and his M.B.A. from the Kellogg Graduate School of Management at Northwestern University. Mr. Berger is a registered securities representative, currently holding Series 7, 53, 63 and 65 licenses.



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**Quantitative Support: Andrew Devenbeck, Associate**

100 2<sup>nd</sup> Avenue South, Suite 800, St. Petersburg, FL 33701  
(727) 502-3622 | [andrew.devenbeck@rbccm.com](mailto:andrew.devenbeck@rbccm.com)

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Andrew Devenbeck joined RBCCM in 2017 following an internship in the Firm's Municipal Finance Program. Mr. Devenbeck provides research, structuring, and execution support to various members of RBCCM's investment banking team. Mr. Devenbeck primarily covers Florida issuers and has worked for such clients as Cutler Bay, Oakland Park, Lauderhill, Davie, Miami Beach, Homestead, Miami-Dade County, Broward County, Fort Myers, Cape Coral, Bonita Springs, Mount Dora, Polk County, Hernando County, Escambia County, Okaloosa County, Martin County, Hillsborough County Aviation Authority, Central Florida Expressway Authority, Sarasota County and Pasco County School District.

Mr. Devenbeck graduated from the University of Florida with a B.S. in Accounting and an M.S. in Finance. Mr. Devenbeck is a registered securities representative, currently holding Series 7, 50, 52, 63 and 79 licenses.

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**Lead Underwriter (Tax-Exempt): Chad Runnels, Director**

200 Crescent Court, Suite 1500, Dallas, TX 75201  
(214) 989-1262 | [chad.runnels@rbccm.com](mailto:chad.runnels@rbccm.com)

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Chad Runnels is a 16-year veteran of the municipal bond industry, primarily responsible for origination, distribution and trading of fixed income municipal securities. Mr. Runnels has served as lead underwriter on more than 1,400 transactions totaling more than \$40 billion in various interest rate environments and sectors including school districts, cities, counties, state agencies, municipal utility districts, utility systems, higher education systems and transportation agencies. Mr. Runnels is responsible for RBCCM's underwriting activities in Florida and in many of the Firm's core southwest states including Texas, Colorado, New Mexico and Arizona. His coordination of these efforts allows him to be involved in all senior and co-managed transactions originated from RBCCM's Dallas underwriting desk.

Mr. Runnels holds a B.B.A. in Finance from Texas Tech University and is a FINRA registered securities representative, currently holding series 7, 52, 53, 66 and 79 licenses. Mr. Runnels has also been active in the municipal bond community, having previously served on the Board of the Municipal Advisory Council of Texas.

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**Lead Underwriter (Taxable): Glenn McGowan, Managing Director**

200 Vesey Street, 8<sup>th</sup> Floor, New York, NY 10281  
(212) 519-8415 | [glenn.mcgowan@rbccm.com](mailto:glenn.mcgowan@rbccm.com)

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Glenn McGowan is a municipal underwriter based in New York who will be providing lead underwriting services on the proposed engagement. Prior to joining RBCCM, Mr. McGowan served as the senior municipal bond underwriter at TD Securities. Prior to TD Securities, Mr. McGowan was a municipal underwriter at Goldman Sachs where he played a key role in leading many of the largest Build America Bond and Qualified School Construction Bond offerings. Mr. McGowan has led tax-exempt and/or taxable offerings in the general government, transportation, infrastructure, public power, higher education, corporate, and housing sectors of the municipal market.

Mr. McGowan graduated magna cum laude from the College of the Holy Cross in Worcester, MA, with a B.A. in Economics/Accounting. Mr. McGowan is a registered securities representative, currently holding Series 7, 24, 63 and 79 licenses.

Appendix C:

RBC's 2021 Diversity  
& Inclusion Report



Capital  
Markets



Royal Bank of Canada

# Diversity & Inclusion

Report 2021



Speak Up  
for Inclusion™

## Caution regarding forward-looking statements

From time to time, we make written or oral forward-looking statements within the meaning of certain securities laws, including the “safe harbour” provisions of the United States Private Securities Litigation Reform Act of 1995 and any applicable Canadian securities legislation. We may make forward-looking statements in this report, in filings with Canadian regulators or the U.S. Securities and Exchange Commission, in reports to shareholders and in other communications. Forward-looking statements in this report include, but are not limited to, statements relating to diversity and inclusion (“D&I”), including in connection with economies and communities in which RBC and our clients operate, our strategies to identify, mitigate and adapt to D&I-related risks, our approach to identifying and managing D&I opportunities, and our D&I-related goals and metrics. The forward-looking information contained in this Report is presented for the purpose of assisting our stakeholders in understanding the ways we intend to address D&I-related risks and opportunities, and may not be appropriate for other purposes. Forward-looking statements are typically identified by words such as “believe”, “expect”, “foresee”, “forecast”, “anticipate”, “predict”, “intend”, “estimate”, “objective”, “goal”, “plan”, “strive”, “target” and “project” and similar expressions of future or conditional verbs such as “will”, “may”, “should”, “could” or “would”.

By their very nature, forward-looking statements require us to make assumptions and are subject to inherent risks and uncertainties, which give rise to the possibility that our predictions, forecasts, projections, expectations or conclusions will not prove to be accurate, that our assumptions may not be correct, and that our strategies to mitigate and adapt to D&I-related risks and opportunities will not be achieved. We caution readers not to place undue reliance on these statements as a number of risk factors could cause our actual results to differ materially from the expectations expressed in such forward-looking statements.

These factors – many of which are beyond our control and the effects of which can be difficult to predict – include the following: our ability to gather and verify data regarding diversity and inclusion, our ability to successfully implement various initiatives throughout the company under expected time frames, the compliance of various third parties with our policies and procedures, the legal and regulatory environment, regulatory compliance

(which could lead us to being subject to various legal and regulatory proceedings, the potential outcome of which could include regulatory restrictions, penalties and fines), strategic, reputation and other risks discussed in the risk sections and Impact of COVID-19 pandemic section of our Annual Report for the year ended October 31, 2021 (2021 Annual Report) and the Risk management section of our Quarterly Report for the three-month period ended January 31, 2022 (Q1 2022 Report to Shareholders).

We caution that the foregoing list of risk factors is not exhaustive and other factors could also adversely affect our results. When relying on our forward-looking statements to make decisions with respect to us, investors and others should carefully consider the foregoing factors and other uncertainties and potential events.

Except as required by law, we do not undertake to update any forward-looking statement, whether written or oral, that may be made from time to time by us or on our behalf. While certain matters discussed in this report may be significant, any significance should not be read as necessarily rising to the level of materiality used for the purposes of complying with securities laws and regulations, even if we use the word “material”.

Additional information about these and other factors can be found in the risk sections and Impact of COVID-19 pandemic section of our 2021 Annual Report and in the Risk management section of our Q1 2022 Report to Shareholders.



# About this Report

This Report reflects RBC's Value of Accountability and commitment to relevant disclosure on topics that matter to our stakeholders, including colleagues, clients, communities and shareholders. Along with measuring and reporting transparently on diversity and inclusion progress, we use data-driven insights to create programs that drive inclusion, increase a sense of belonging and deliver on our goals.

## Scope

The RBC Diversity & Inclusion Report 2021 (the "Report") includes information about Royal Bank of Canada ("RBC", "we", "our" or "us") and its operations globally, except where the context indicates that "RBC", "we", "our" or "us" refers to a particular subsidiary.

This Report sets out a comprehensive view of our diversity and inclusion ("D&I") priorities, programs and performance, reflecting the importance of improving diversity and inclusion in areas such as age, gender, ethnicity, national origin, sexual orientation, persons with disabilities, Indigenous people, gender expression/identity, education and religion. The Report provides global information as well as regional insights, as we recognize that individual regions may have different priorities in driving equitable opportunities for groups that are historically underrepresented<sup>1</sup>.

Supplementary information on policies, procedures and programs is available at [rbc.com/community-social-impact](https://www.rbc.com/community-social-impact) and [rbc.com/diversity-inclusion](https://www.rbc.com/diversity-inclusion).

## Terminology

We may at times use different terminology to describe demographic groups. For example, throughout this Report you will see the term BIPOC, which stands for Black, Indigenous and People of Colour. This term recognizes the unique histories of racism Black and Indigenous people have lived through. While the term BIPOC originated in the United States, its meaning has significance worldwide. The term BIPOC is not intended to be a catch-all as RBC recognizes that not all racialized people experience racism in the same way, as evidenced by the rise in anti-Asian racism during the pandemic.

### Data limitations

Due to differences in regional regulations on the disclosure and collection of race/ethnicity identifiers, data on representation are predominantly limited to operations in Canada, the US, the UK and Channel Islands, and Europe. Limitations on the disclosure and collection of this data in the Caribbean and Asia Pacific prevent detailed reporting on employee representation in these regions.

### Reporting period

All data and other statements contained in this Report are current as of the 2021 fiscal year (November 1, 2020 to October 31, 2021), unless otherwise noted. In many cases, we have provided data for fiscal 2021 as well as the two preceding years to provide a view of trends and progression in our performance. Our Statement of Performance is available in Appendix 1.

## Currency and measurement

All amounts in this document are in Canadian dollars unless otherwise noted.

## Stakeholders

This Report is published for all RBC stakeholders worldwide. Our stakeholders include current and prospective clients, investors, employees, the socially responsible investment research community, suppliers, governments, regulators, non-governmental organizations (NGOs) and community organizations.

## Reporting frameworks

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. This includes a vision to reduce inequality and promote inclusive economic growth – a vision shared by RBC and embedded in our D&I strategy. Our D&I priorities align with four specific Sustainable Development Goals (SDGs) and 11 targets, which we have illustrated at the beginning of each section in this Report and in Appendix 3.

<sup>1</sup> A group that is historically underrepresented may include those who self-identify as women, Black, Indigenous, People of Colour (BIPOC), LGBTQ+ and/or persons with disabilities.

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Diversity & Inclusion is one of RBC's five core values that guide and inspire us in our day-to-day actions and decision-making.

## Our five Values

- **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

# Accelerating Diversity & Inclusion at RBC

***“Our Purpose of helping clients thrive and communities prosper is core to who we are as an organization, and can only be achieved when everyone has the opportunity to achieve their fullest potential. RBC is more committed than ever to accelerating the pace of change.”***

**Dave McKay**  
President and Chief Executive Officer



At RBC, Diversity and Inclusion (D&I) is more than a value, it is core to our Purpose and a fundamental strength of our organization. Our D&I vision is to be among the most inclusive workplaces and successful companies, putting diversity into action to help employees, clients and communities thrive. It's also a critical component of our overarching focus on Environmental, Social, and Governance (ESG) priorities, which are integrated throughout our strategy and operations in order to create meaningful value and harness the power of our Purpose. In practice, bringing RBC's D&I vision to life involves setting bold commitments – informed by meaningful consultation, measuring and disclosing our progress, and ensuring we remain accountable to our stakeholders.

Diversity has been part of RBC's DNA since our foundation, and our D&I journey is an important part of our 150+ year history. The values that underpin our approach to diversity and inclusion are rooted in an important, fundamental belief: our differences make us stronger. Everyone connected to our organization – our colleagues, clients, communities and shareholders – brings a unique set of experiences and perspectives to the table, and we are committed to being an organization that consistently brings these strengths to life through our people, products and ideas.

Our culture of inclusivity is what enables us to attract top talent, drive innovation and growth, and provide meaningful, differentiated value for the clients and communities we serve. We also believe that diversity and inclusion is an engine for innovation and economic prosperity, and as Canada's biggest bank, and a top global financial institution, we are committed to playing a leadership role in accelerating a more inclusive, sustainable and prosperous future.

Together, we've made important progress on our D&I journey and our commitments to be a catalyst for change. In the summer of 2020, we were the first Canadian bank to announce a comprehensive Action Plan Against Systemic Racism, taking direct action to address the impacts of widespread systemic racism in our society. We've also taken important steps to advance D&I across our teams, including implementing mandatory Anti-Racism training for employees. Importantly, we continue to make progress in executive representation, setting the stage for further advancement in the years ahead. Since 2015, executive representation of women has increased from 38% to 44%, and representation of BIPOC executives has increased from 16% to 23%.

The progress we've made against these strategic priorities is a great point of pride for our organization, and RBC has received meaningful, global recognition as a result. In January 2021, RBC was selected as a Catalyst Award winner, an award that recognizes global companies dedicated to increasing the representation of women in leadership and promoting equal access to career opportunities. Additionally, in September 2021, RBC placed #2 in the Refinitiv Diversity & Inclusion Index, a ranking that analyzes over 11,000 listed companies around the world. While we're honoured by this recognition, we also know that the move toward equality and fundamental change in our society has much further to go.

When it comes to advancing RBC's D&I efforts, we recognize this is an ongoing journey that requires a consistent focus and deep commitment. That's why we've implemented a comprehensive D&I strategy, one that outlines targeted actions and delivers specific and measurable value for our colleagues, clients, communities and shareholders. Our strategy is focused on three key pillars:

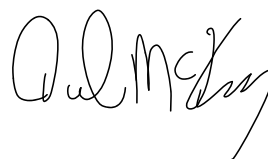
**Strengthening inclusion**, with a focus on enhancing inclusive leadership capabilities among our people; fostering a listening environment; leading with empathy; ensuring employees feel safe to speak up for inclusion; and driving accountability.

**Advancing diversity**, by enhancing our hiring and recruitment programs; driving equitable opportunities for pay, promotion and development; and improving diversity in leadership at all levels, across all segments.

**Enabling economic inclusion**, which includes influencing equitable access to financial products and services; supporting products, programs and initiatives that create social impact; and leveraging our purchasing power to influence supplier and client diversity efforts.

The 2021 Enterprise Diversity & Inclusion Report helps bring the pillars of our D&I strategy to life, and honours our ongoing commitment to progress and transparency.

Our Purpose of helping clients thrive and communities prosper is core to who we are as an organization, and can only be achieved when everyone has the opportunity to achieve their fullest potential. RBC is more committed than ever to accelerating the pace of change.

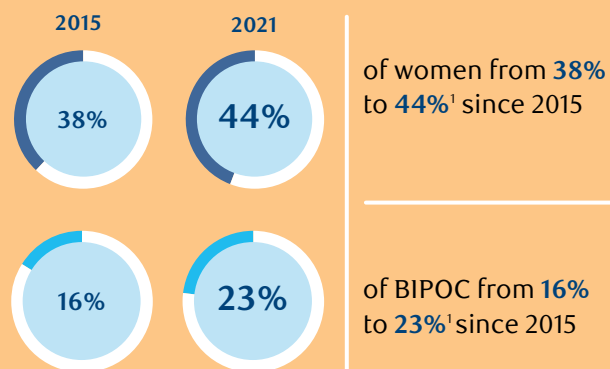


**Dave McKay**  
President & Chief Executive Officer, Royal Bank of Canada


# Highlights

Since the inception of our first Diversity & Inclusion Blueprint in 2009, we have made progress on our strategic priorities and moved the dial in key areas with tangible results, in Canada and globally, setting the stage for further advancement.


## Increased executive representation



Developed and expanded **Women in Leadership** and **Ignite Leadership Development** programs to strengthen the pipeline of women and BIPOC executives

Provided Headspace app subscription to focus on mental well-being resulting in 20,286 employee downloads 

## First financial institution in North America

to provide clients with real-time video American Sign Language support 

Launched RBC Vision Women's Leadership MSCI Canada Index ETF<sup>2</sup> – 54.2% trailing return<sup>3</sup> since inception 

**94%**<sup>4</sup> of employees have completed the Anti-Racism training since May 2021

Established the RBC Future Launch<sup>5</sup> Scholarships<sup>5</sup> for Indigenous and Black youth 

Increased membership of our **52 ERGs** (employee resource groups) to over **32,000** employees globally


## Created the **Speak Up for Inclusion**

video series to educate about unconscious bias

>1 million<sup>6</sup> views 



Partnered with **First Nations University of Canada and Reconciliation Education** to offer the 4 Seasons of Reconciliation program to all Canadians at no cost<sup>7</sup>

Launched the **Black Entrepreneur Startup Program (BESP)**<sup>8</sup> 

<sup>1</sup> Represents data from our businesses in Canada governed by the *Employment Equity Act*. Data presented show fiscal 2015 and fiscal 2021 executive representation.

<sup>2</sup> [http://funds.rbcgam.com/pdf/fund-facts/etfs/rldr\\_e.pdf](http://funds.rbcgam.com/pdf/fund-facts/etfs/rldr_e.pdf)

<sup>3</sup> As at November 2, 2021.

<sup>4</sup> Reflects completion rate between May 2021 (training launch date) and October 31, 2021.

<sup>5</sup> RBC Future Launch Scholarship for Black Youth and RBC Future Launch Scholarship for Indigenous Youth

<sup>6</sup> As determined by views/impressions across our primary social media channels, including RBC accounts and those managed by our executives.

<sup>7</sup> Available to all Canadians at no cost from October 20 to December 31, 2021 and from June 1 to August 31, 2022.

<sup>8</sup> <https://www.rbcroyalbank.com/business/advice/blackentrepreneur.html>

# D&I governance

Our D&I organizational model reflects our belief that we should embed D&I in every part of our business. RBC's Board of Directors (the Board) is committed to D&I at all levels of the organization. Our Board Diversity Policy sets out the Board's diversity objectives. Every year, the Governance Committee completes a self-assessment against these diversity objectives. It reviews the Board's composition and any anticipated vacancies and assesses each director candidate with a focus on our commitment to a balanced and diverse Board. Please see Appendix 1 for our board diversity representation metrics. The Human Resources Committee plays a key role in overseeing talent strategies and succession planning to ensure we have a diverse talent pool for growth and future leadership. It engages with management on the bank's progress against its diversity goals and the steps taken to advance diverse leadership for women and BIPOC employees and support the bank's vision to be among the most inclusive companies.

This D&I model is governed by our Global Diversity Leadership Council (DLC), which was established in 2001 and has been chaired by the president and CEO ever since. Our Global Diversity & Inclusion Centre of Excellence (CoE) is led by a vice president and supported by the senior vice president of Talent Strategy & Solutions. This CoE establishes strategies to enable RBC's D&I vision, ensures RBC is making measurable progress in achieving its D&I goals and commitments, guides the organization in all matters related to D&I and drives the network of D&I leaders, ambassadors and supporters. The CoE is further supported by, among others, our business units, functions (Finance, Risk, Law, etc.) and their respective DLCs, ERGs as well as all aspects of Human Resources and other functional teams, as seen in the chart on the right.

Board of Directors and its Committees			
Board Oversight	Oversees strategy, risk and culture, and reviews strategies and programs for increasing diversity and inclusion at all levels of the organization		
	<b>Governance Committee</b> Oversees Board renewal, identifying and recommending to the Board individuals for election or re-election as directors, with a focus on our commitment to enhancing diversity on the Board.	<b>Human Resources Committee</b> Oversees key talent management and human resources strategies and practices to advance diversity and inclusion across RBC, and considers social and governance practices in evaluating CEO and Group Executive performance against the risk and strategic objectives in our short-term incentive program.	
Global Diversity Leadership Council (DLC) and Management			
Management Oversight	<b>Enterprise DLC</b> Provides counsel and guidance on strategic priorities and D&I commitments, bringing business implications, benefits and external and internal knowledge to the forefront of our strategic design.	<b>Group Executive</b> Ensures leadership team is held accountable for D&I outcomes and responsible for D&I performance within their respective businesses and functions. Leads by example and champions D&I initiatives, strategies and policies.	
	<b>Global D&amp;I CoE</b> Sets the D&I strategy and vision for RBC. Ensures RBC is making measurable progress in achieving its D&I goals and commitments, steering the bank on all matters related to D&I and driving the network of D&I leaders, ambassadors and supporters.	<b>Business Units, Functions &amp; DLCs</b> Drive accountability for D&I commitments and advance D&I within their lines of business or functions. Determine their key goals and ensure specific initiatives are implemented to support employees, clients and the communities where we operate.	
Enablers	The Global Diversity & Inclusion Center of Excellence is supported by teams across the organization who, among others, drive inclusive recruitment efforts, build programs that strengthen the diversity of our leadership teams, design equitable compensation and benefits practices and policies, manage partnerships, donations and sponsorship initiatives, design accessible workplaces and work to provide opportunities to diverse-owned businesses.		
	<ul style="list-style-type: none"><li>• ERGs</li><li>• Talent Acquisition</li><li>• Leadership Development</li><li>• Learning &amp; Performance</li></ul>	<ul style="list-style-type: none"><li>• Employee Relations</li><li>• Talent Solutions</li><li>• Future of Work &amp; Culture</li></ul>	<ul style="list-style-type: none"><li>• Talent Data &amp; Analytics</li><li>• Compensation &amp; Benefits</li><li>• Corporate Real Estate</li></ul> <ul style="list-style-type: none"><li>• Corporate Citizenship</li><li>• Procurement</li><li>• Technology &amp; Operations</li></ul>

For more information on the D&I objective of each of these business units and functions, please see Appendix 2.



## Our D&I journey

Over a history spanning more than 150 years, one thing hasn't changed at RBC – our strength is and always will be our people. RBC believes D&I is an engine for innovation and economic prosperity. It is the diversity of our people, experiences and ideas that ensure our company's continued growth.

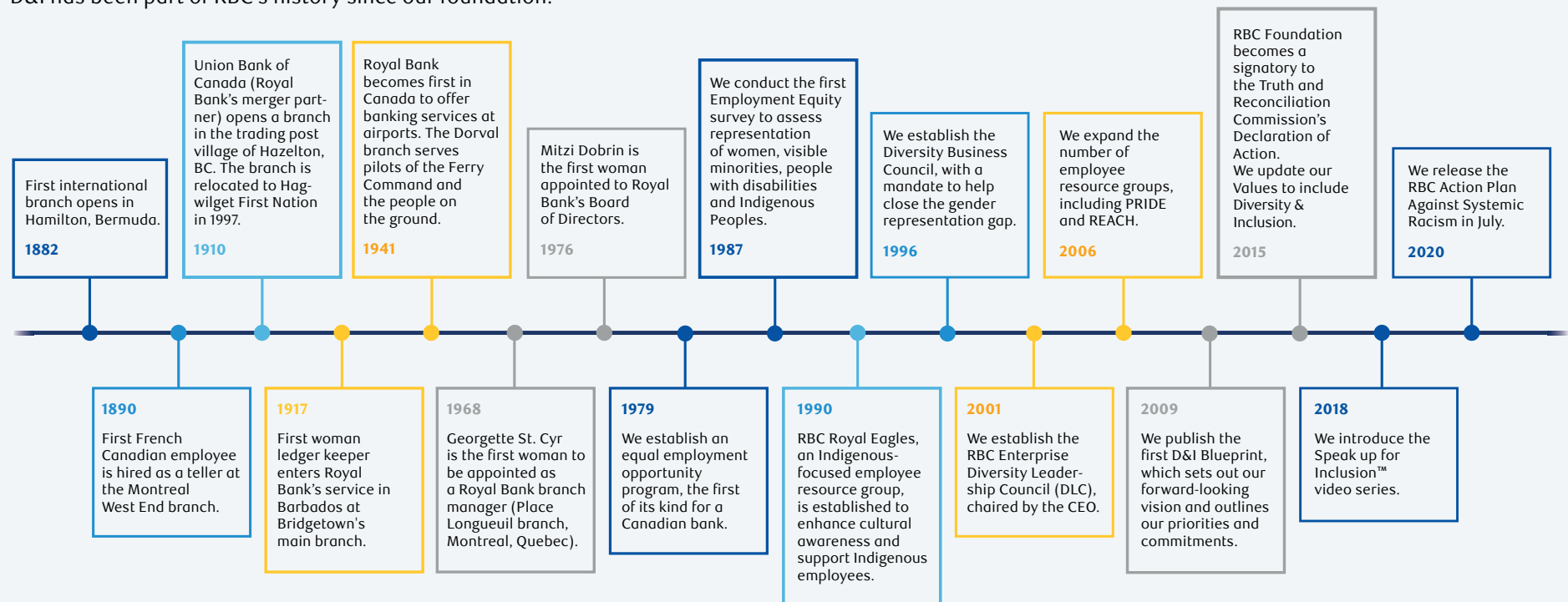
Our D&I vision is to be among the most inclusive and successful companies. By putting diversity into action, we attract, engage and develop strong talent, and bring RBC's Purpose of helping clients thrive and communities prosper to life.

*Diversity and Inclusion is core to our culture and helps us bring our purpose to life for our clients, communities and each other. By continuing to deliver on D&I commitments, along with transparently measuring and reporting our progress, we can enable people to reach their full potential and inspire a culture of inclusion across RBC.*

**Helena Gottschling**  
Chief Human Resources Officer



D&I has been part of RBC's history since our foundation.



# Our strategic priorities

Over the last two years, we reimagined our D&I strategy and engaged in a number of activities to inform the evolution of our strategic priorities, as shown below. We have also analyzed external factors, such as client needs, community and investor interest, regulatory changes and stakeholder information requests, to help inform our strategy and further our efforts.

Socio-political issues around the world have drawn attention to the systemic racism and bias that have disadvantaged Black, Indigenous and People of Colour for far too long. As a global organization, we recognize both our opportunity and responsibility to take action, drive change and create a more inclusive workplace and society.

One of our greatest opportunities has been to listen more profoundly to our employees to gain a better understanding of people's diverse lived experiences. This exercise in active listening has helped our leaders learn, guide with transparency and reassure their teams. It has also inspired us to reflect on additional actions we can take to bring about greater inclusion in our workplace and our communities.

We also took the opportunity to expand our view of D&I to ensure our policies, programs and actions create specific and measurable value for colleagues, clients, communities and shareholders.



- Enhancing inclusive leadership capabilities
- Listening to our employees
- Leading with empathy and creating safe spaces
- Driving accountability



- Enhancing hiring and recruitment programs
- Driving equitable opportunities for pay, promotion and development
- Improving diversity in leadership at all levels, across all segments

## Strengthening inclusion

## Advancing diversity

## Enabling economic inclusion

### Stakeholder impact & value created



Clients



Communities



Shareholders



Colleagues



- Influencing equitable access to financial products and services
- Supporting products, programs and initiatives that create positive economic and social impact
- Leveraging our purchasing power to influence supplier and client diversity efforts

*“RBC has long believed being a diverse and inclusive organization is not only the right thing to do but also the smart thing to do. It accelerates our ability to create opportunities and positive change for our colleagues, clients and communities.”*



**Gopal Bansal, Vice-President,  
Global Diversity & Inclusion**

# Advancing diversity

## Our priorities:

Enhancing hiring and recruitment programs

Driving equitable opportunities for pay, promotion and development

Improving diversity in leadership at all levels, across all segments

## Alignment with the SDGs



Target 5.1  
Target 5.5



Target 8.5



Target 10.2  
Target 10.3

For additional information, see Appendix 3.



We recognize that achieving our vision of a diverse workforce won't happen overnight – or by accident. We must intentionally create and maintain inclusive and unbiased hiring practices that are grounded in analytics and research. By using data-driven tools to attract, retain and promote talent, we are better equipped to meet our diversity goals and reflect the client base that we serve.

We also acknowledge the need to provide pay equity and equal opportunity for promotion and development to retain and advance diverse talent and create opportunities for all employees to reach their full potential.

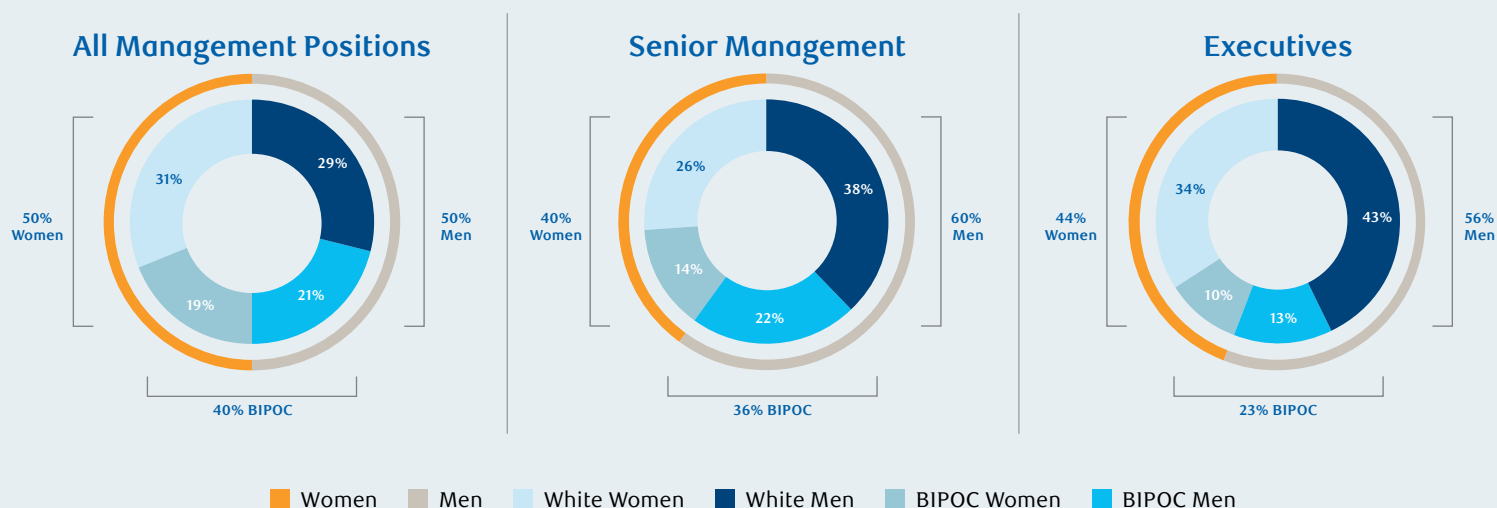
Improving diversity across all levels of leadership begins with building a pipeline of diverse talent. We align our talent strategies and succession planning with our business strategies and Leadership Model and use metrics to ensure we are preparing a diverse talent pool for growth and future leadership roles.

*“Investing in a diverse workforce will continue to position RBC for success, thanks to the diversity of thought, ideas and innovation that is naturally derived. We believe diversity and inclusion is an engine for innovation and economic resilience, supporting better workplaces and communities.”*

– Kelly Pereira, Senior Vice President,  
Talent Strategy & Solutions



## Talent pipeline<sup>1</sup>



BIPOC<sup>2</sup>  
represented:  
37% of new hires<sup>3</sup>  
43% of promotions<sup>4</sup>

Women<sup>5</sup>  
represented:  
51% of new hires<sup>3</sup>  
54% of promotions<sup>4</sup>

<sup>1</sup> Represents data as at October 31, 2021 for our business in Canada governed by the *Employment Equity Act*. Reference to “All Management Positions” includes individuals within the Senior Management, Management & Experienced Professionals and Junior Management categories. Reference to “Executives” includes vice-presidents and above, “boarded” executives only. See Appendix 1 for more detail.

<sup>2</sup> Values for BIPOC in this call-out box represent data from our businesses in Canada and the United States based on self-identification.

<sup>3</sup> Excludes summer interns, students and co-ops.

<sup>4</sup> Defined as upward change in position level or HR class. Excludes summer interns, students and co-ops.

<sup>5</sup> Values for women in this call-out box represent data from our global operations based on self-identification.

## Enhancing hiring and recruitment programs

We believe we can help our clients thrive and communities prosper by establishing a workforce that represents the people we serve. We aim to incorporate diversity at every stage of our staffing process – attracting diverse talent to our organization, establishing hiring and recruiting practices that are free from bias and adhering to metrics that ensure people from groups that are historically underrepresented have access to opportunities.




We are committed to meaningfully improving women and BIPOC executive representation across our businesses. We set representational goals for the organization for each business and function, and establish clear accountabilities to assess gaps and develop holistic strategies to meet goals and sustain progress.

An important pillar of our [Action Plan Against Systemic Racism](#) is our goal to invest in the leaders of tomorrow. This plan includes:

- Providing BIPOC youth with 40% of all RBC summer opportunities, with a specific focus on recruiting from Black and Indigenous communities
- Embedding mandatory diversity and inclusion goals in recruiters' performance and goal plans
- Encouraging managers and recruiters to apply inclusive hiring best practices at the job posting, resume screening, interview and offer stages
- Offering the monthly Removing Hiring Bias training to hiring managers and recruiters
- Enhancing inclusive recruitment data analytics to identify gaps and opportunities
- Developing targeted recruitment marketing campaigns and events to support inclusive hiring objectives



We exceeded our fiscal 2021 goal to provide BIPOC youth with 40% of all RBC summer opportunities, with a specific focus on recruiting from Black and Indigenous communities:

Region	Fiscal 2021 summer student representation goal	Actual summer student representation	Actual regional BIPOC representation of summer students
	> 2% Black	4% Black	49%
	> 2% Indigenous	4% Indigenous	
	> 10% Black	12% Black	54%
	> 10% Hispanic/Latinx	21% Hispanic/Latinx	
	> 10% Black	15% Black	48%



### Building a pipeline of diverse talent through education and awareness

#### Prosper•US

Prosper•US magazine is a custom publication designed to build affinity among existing women financial advisors and attract new women candidates to the business. Using inspirational stories and practical tips for women in the financial services industry, the magazine showcases the strong culture at the firm and demonstrates how women are given tools, resources and support to thrive and advance.

Prosper•US is published twice a year and distributed to select women financial advisors throughout the US.

#### Partnership building

To advance our BIPOC outreach efforts, we partner with the National Association of Asian American Professionals (NAAAP), Association of African American Advisors (AAAA) and Association of Latino Professionals of America (ALPFA). These partnerships provide opportunities to significantly add to our diverse talent pipelines, shortlists and prospective hires.

A long-term relationship with the National Association of Women Business Owners (NAWBO) engages a network of women entrepreneurs and business owners, providing networking and client opportunities to women financial advisors and increasing our pool of talent for the Associate Financial Advisor Program.

## Key outreach and recruitment activities in 2021

- Through our *Diversity Works Here*® event series, RBC delivered unconscious bias education to more than 1,000 hiring managers to help them conduct better interviews. We expanded our outreach efforts by hosting listening sessions with over 500 students representing the LGBTQ+; Black, Indigenous and People of Colour (BIPOC); newcomer; and persons with disabilities communities to understand barriers and opportunities to better engage and hire.
- With more women controlling wealth than ever before, Your Path is a recruitment campaign aimed at attracting female investment advisors by highlighting the flexibility and autonomy of a career with RBC Dominion Securities®. Using social media channels including Facebook, LinkedIn and Indeed, the campaign featured digital ads and a six-video series of some of our top female advisors speaking about their personal journeys to become investment advisors.
- We continue to develop strong partnerships with external organizations to recruit employees with visible and invisible disabilities. Partners include CCRW, Career Edge, The Bennett Edge, Specialisterne, Spinal Cord Injury Ontario, the Canadian Mental Health Association (CMHA), Ready, Willing&Able and Abilocity. We also partner with over 20 on-campus accessibility offices.
- Technology & Operations (T&O) produced the T&O Diversity Campaign to increase awareness of RBC as a tech employer of choice, with a focus on diversity and inclusion among targeted tech talent. In 2021, we saw meaningful increases in the hiring of diverse talent; and of the individuals recruited to T&O's Early Talent Program, 48% were women and 56% were BIPOC. More than half of T&O's partnerships support D&I initiatives.





### RBC Capital Markets global campus recruitment diversity initiatives

Recruitment and pipeline development is a key pillar of our recruitment strategy for RBC Capital Markets®. Our initiatives include the following:

#### Global

- **Women's Advisory Program:** A multi-month early identification pipeline for university women involving events and advisor matches for summer internships.
- **Let Them See You Initiative:** A discussion-based program based on *Let Them See You: The Guide for Leveraging Your Diversity at Work* by Porter Braswell; included an open forum speaker series with RBC Capital Markets senior leaders.
- **RBC ERG connectivity:** Connecting students and interns to regional ERG networks.

#### Multi-regional

- **Pathways Diversity Award Program (Canada and US):** \$10,000 (CA)/\$15,000 (US) dual internship-scholarship program in Global Markets or Global Investment Banking for BIPOC sophomores, featuring executive sponsorship.
- **D&I Discovery Day (Canada and US):** One-day event open to all first-year university and college students to learn about RBC, with a spotlight on ERGs.

#### Canada

- **Canadian partnerships:** External partnerships with organizations such as the Canadian Association of Urban Financial Professionals (Youth Summit), EDGE in Diversity Leadership and Start Proud (annual national LGBTQ+ student conference).

#### US

- **LGBTQ+ Sophomore Insights Program:** Multi-month program for approximately 20 LGBTQ+ sophomores involving virtual and in-person events, advisor matches and an accelerated interview process for summer analyst positions.
- **Investment Banking MBA Women's Immersion Program:** Early insight program with coaching for approximately 30 MBA women recruits for Global Investment Banking summer associate roles.
- **Veteran Symposium:** Annual one-day event for veterans looking for summer internships.
- **US partnerships:** RBC sponsorships of organizations and events such as SEO USA (providing coaching to undergrads from underserved communities), Jopwell (a career advancement platform for Black, Latinx, Indigenous American students) and Out for Undergrad Business Conference (annual conference for LGBTQ+ finance undergraduate students).





### RBC in the UK & Channel Islands – Increasing candidate diversity

In 2021 we focused on increasing diversity in our recruitment strategies with the following programs:

- **RBC Empowering Women Spring Insight Programme:** Two-day event for approximately 25 pre-selected women students to attend a range of insight events and networking sessions. Attendees were awarded an interview for a summer intern position.
- **RBC Driving Diversity Spring Insight Programme:** Two-day event for approximately 25 pre-selected Black, Asian, Mixed Ethnicity students to attend a range of insight events and networking sessions. Attendees were awarded an interview for a summer intern position.
- **UK partnerships:** RBC sponsorships of SEO London (providing coaching to students that are historically underrepresented), Big City Bright Future Programme (annual three-week paid work experience for high school leavers interested in global markets), Fresh Look (introduction to investment banking for undergraduate women students), CITYVIEW (introducing female STEM (science, technology, engineering and mathematics) undergraduates to summer internships in technology in financial services) and Inside Out (an investment banking insight event for LGBTQ+ undergraduates interested in applying for summer internships).
- **UP (Uncovering Prospects) in the City:** A profile-raising inter-bank event aimed at students of Black heritage that showcases internal diversity networks of participating organizations and gives attendees the opportunity to network with and ask questions to participating bank representatives.



# Driving equitable opportunities for pay, promotion and development

We believe that all employees should have equal opportunity to reach their full potential, with avenues in place to help them earn salaries, commissions or bonuses that reflect their responsibility, contribution and performance. We aim to provide equitable opportunities for development and promotion at RBC. To retain and advance untapped talent, we have established training and development programs for groups that are historically underrepresented, and we involve and encourage leaders to build diverse teams. Our compensation program analyses further support fair pay practices for all employees.

## Supporting our commitment to pay equity

RBC is committed to the principles of pay equity for all employees, regardless of their gender or race/ethnicity. We take action to address pay disparities, when identified, across groups of employees performing equal or comparable work. We conduct regular gender- and race-based compensation analyses as part of our compensation review processes and review pay differences, taking into consideration factors such as position level and tenure, specialized skills, business or function, and geography, all of which may contribute to differences in pay.

We measure and manage gender equity and racial equity in pay using a custom business analytics tool, which helps us identify potential differences in pay across groups of employees, adjusting for known variables that impact pay, including observable personal and occupational characteristics such as platform and position level.

In addition, we complete gender pay equity analyses and filings annually, where required, to comply with the Canadian federal *Employment Equity Act*, provincial and federal Pay Equity legislation, and the UK Gender Pay Gap reporting regulation.

Since there are a number of variables that are considered in establishing pay levels, we periodically carry out statistical analyses to eliminate factors that may explain variations in pay, including levels of proficiency and performance, education, accreditation, and role accountabilities. As a result of these efforts, we have built new tools, repeatable procedures and training activities to increase manager awareness and avoid potential biases that could affect performance evaluations and compensation.

See Appendix 1 for more information on our 2021 adjusted median pay differences (women's remuneration as a percentage of men's remuneration and BIPOC employees' remuneration as a percentage of White<sup>1</sup> employees' remuneration) for federally regulated employees in Canada governed by the *Employment Equity Act*.

## Workplace policies

RBC has a comprehensive set of policies and practices related to employment equity, equal opportunity and anti-discrimination. These include the [RBC Code of Conduct](#), [Respectful Workplace Policy](#), [Human Rights Position Statement](#), [RBC Equal Employment Opportunity Policy](#), [RBC Accommodation Policy](#), [Compassionate Leave Policy](#) and [RBC Workplace Accessibility Guidelines](#). We proactively review and update policies to address emerging or evolving issues and regulatory changes. For more information about our policies and programs, please see our [About Value for Employees](#) background paper.

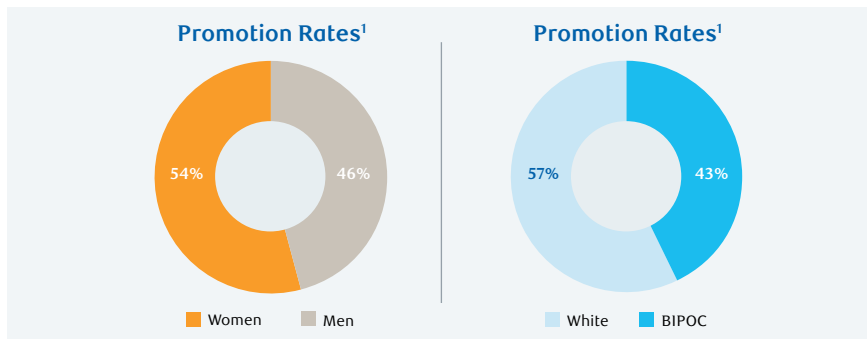
<sup>1</sup> As determined through self-identification in RBC's Workforce Census, which may use unique demographic questions and fields aligned with localized regulatory requirements.



## Driving equitable opportunities for pay, promotion and development

## Equitable promotions and development programs

All employees deserve equal opportunity for promotion, but we know that not everyone has had equal access to networks, mentors and development programs. By creating and enhancing programs for groups that are historically underrepresented, we accelerate paths to promotion and leadership roles for a more diverse group of colleagues.



- **Women in Leadership:** Women in Leadership is a global, 10-12 month leadership program offered to nominated, high-potential, senior non-executive women. This program helps women enhance their leadership capabilities, build strategic influence and increase networks and exposure to senior leadership. Since its inception in 2013, 221 women have completed<sup>2</sup> the program and 29% have been promoted.<sup>1</sup>
- **Ignite Leadership Development Program:** Ignite is a 10-12 month leadership program for nominated high-potential BIPOC talent aimed at accelerating their trajectory to senior management. The program helps address common challenges, provides opportunities to develop and practice key leadership behaviours and enables cross-bank networking with peers and senior leaders. It also includes formal coaching by an external executive coach and the opportunity to leverage skills and gain experience by partnering with a charity to solve their biggest business challenges. In 2021, Ignite participants helped four prominent charities solve relevant and timely business challenges, donating over 945 hours over an intensive two weeks. To date, 92 diverse leaders have completed<sup>2</sup> this program and 29% of participants have been promoted.<sup>1</sup>

- **Early in Career Women's Dialogues:** To prepare our early-in-career talent for leadership roles, RBC hosted Early in Career Women's Dialogues, a leader-led interactive workshop with 100 women, featuring authentic and candid stories from executive women at RBC and lessons from top women leaders from around the world. The program focuses on forging a personal path to success, taking ownership of their voice, network and career, and gaining the confidence to step up to lead. Learnings continue through quarterly calls with senior leaders for mentorship and networking.
- **Indigenous Peoples Development Program (IPDP):** In 2017, we launched the IPDP to recruit recent graduates who self-identify as Indigenous (First Nations, Inuit or Métis) Peoples of Canada. The two-year experiential learning program helps them develop the skills and network they need to build their professional experience, with the opportunity to gain exposure to different aspects of finance, auditing, risk management, technology, marketing, capital markets or human resources. To date, we have hired 40 associates for this program, and in 2022, we are committed to hiring 22 associates. In 2020, 50% of participants were promoted,<sup>1</sup> and 68% were in 2021. This year, IPDP associates gave back to local Indigenous communities by working with nine charitable organizations, contributing a total of 5,740 hours to meaningful projects.



Select members of the 2021 IPDP cohort.

<sup>1</sup> Defined as an upward change in position level or HR class. Excludes summer interns, students and co-ops. Values for women and men represent data from our global operations. Values for BIPOC represent data from our businesses in Canada and the United States.

<sup>2</sup> Includes participants who completed the program by October 31, 2021.

## Improving diversity in leadership at all levels, across all segments

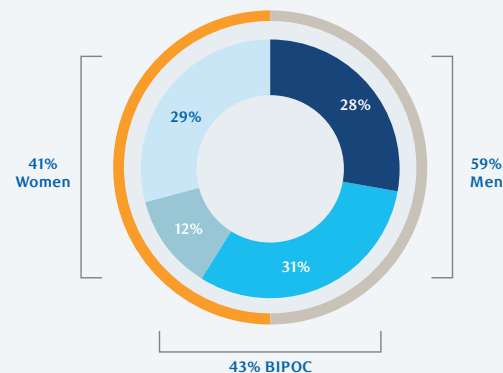
While we have made progress on diversity and inclusion within our global workforce, we recognize there is more to be done. We remain committed to expanding our leadership bench and pipeline with a particular focus on women, BIPOC, persons with disabilities and the LGBTQ+ community.

We align talent management strategies and succession planning with our business strategies and our Leadership Model. In our approach to succession planning, we assess, identify and develop executives and high-potential talent to help them build their leadership capabilities and create a diverse group of leaders who will drive our future performance.

Recognizing that what gets measured gets managed, we set specific, time-bound goals to increase the diversity of our leadership. We've been making progress in increasing the representation of women in executive roles, from 38% in 2015 to 44% in 2021, and BIPOC executives, from 16% in 2015 to 23% in 2021.

Our executive appointment goals are key enablers for continued progress in this area. We enable leaders to support staffing goals in a number of ways, such as building a strong pipeline to support diverse candidate slates and establishing programs to develop the skills, capabilities and experiences of our diverse talent across RBC.

**New executive appointments<sup>1</sup>**



■ Women   
 ■ Men   
 ■ White Women   
 ■ White Men   
 ■ BIPOC Women   
 ■ BIPOC Men

**21 Women out of 51 executive appointments in 2021**  
Staffing goal: 50%

**22 BIPOC out of 51 executive appointments in 2021**  
Staffing goal: 30%

<sup>1</sup>Represents data from our businesses in Canada governed by the *Employment Equity Act*. Our fiscal 2021 executive representation goals were 50% for women and 30% for BIPOC.

# Strengthening inclusion

## Our priorities:

Strengthening inclusive-leadership capabilities

Listening to our employees

Leading with empathy and creating safe spaces

Driving accountability

## Alignment with the SDGs



Target 8.8



Target 10.2

For additional information, see Appendix 3.





To achieve a diverse and inclusive workplace, we must be able to speak openly and honestly about topics such as bias, discrimination, racism, disability and inequality. Yet we recognize these can be uncomfortable conversations to have. People may be afraid of saying the wrong thing, inadvertently offending a colleague or mispronouncing a name. Once we recognize that we are all in this D&I journey together, we can have uncomfortable conversations and put the hard issues on the table, create opportunities for acceptance and build an inclusive culture for all employees.

We want all employees to feel safe speaking up – not just for themselves but for others too. In doing so, we can create an environment in which everyone experiences a sense of belonging, safety and inclusion.

*“To achieve a truly inclusive culture in the workplace, we must create a sense of belonging and an environment where employees feel safe to speak up at all times. We have made significant progress, but we aren’t done yet. I look forward to building on this momentum, having the hard conversations and driving a truly inclusive culture at RBC.”*

*Chinyere Eni-McLean, Regional Vice President, Commercial Finance Services*



*“Inclusion for me is setting up an environment where everybody is comfortable.”*

*– Jessica Shute  
National Co-Chair,  
Royal Eagles ERG*

*“You have to demonstrate that you’re committed to this.”*

*– Neil McLaughlin  
Group Head, Personal &  
Commercial Banking*

*“I envision a day when we can just be so accepting of each other. Where we make space for others.”*

*– Harriet Thornhill  
Vice President, Advice Centre*

# Strengthening inclusive-leadership capabilities

To strengthen inclusive-leadership capabilities of all our employees, regardless of their position, we deliver programs and initiatives focused on three primary areas:

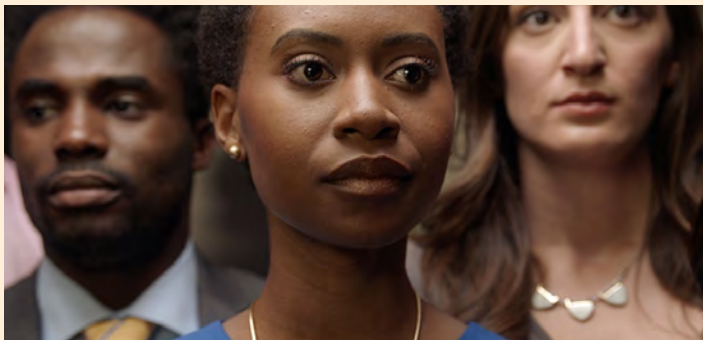
- Raising employee awareness
- Encouraging employee engagement
- Developing relevant and meaningful learning opportunities

## Raising employee awareness

In 2018, we released the [Speak Up for Inclusion video](#) to reignite the conversation on D&I with leaders, colleagues, clients and communities. We invited people from all walks of life, including RBC leaders, to have a frank and honest conversation about inclusion on camera. The resulting discussion highlighted that many misperceptions are still prevalent when navigating topics of gender, race, ability and more. But when we acknowledge and address our conscious and

**94% of employees and contractors<sup>1</sup> have completed the Anti-Racism training since its inception in May 2021**

unconscious biases, we open the door to real conversations. In other words, before we can speak up for inclusion, we need to speak about inclusion. The video ignited a spark for that conversation both within RBC and outside the organization, as it continues to be used by several external companies in Canada, the US and internationally, as part of their own D&I training and learning programs, to facilitate conversations about advancing inclusion.



## That Little Voice

Building on the success of our [Speak Up for Inclusion video](#), we turned our focus to driving more inclusive behaviours by challenging internal dialogues we all have when faced with uncomfortable situations. We all have that little voice in our head telling us how to act. The new “That Little Voice” video, which was introduced in January 2020, encouraged all of us to pay attention to the voices we’re not listening to or the dialogue we are ignoring – with ourselves and those around us.

Combined views have now surpassed over 1 million,<sup>2</sup> and both videos continue to be relevant and important in light of the current global environment.

This year we published over 100 stories, blogs and videos internally and externally, covering topics such as racism, accessibility and women in leadership, featuring events such as Black History Month, International Women’s Day, Pride Month, National Indigenous History Month, Truth and Reconciliation Week, UN Day for Persons with Disabilities and National

Coming Out Day, and profiling Indigenous thought leaders and innovators, women in STEM, working mothers, Black artists, LGBTQ+ difference-makers and more. D&I stories were among the most viewed, liked and commented on in all of our employee communication and collaboration channels.

<sup>1</sup> Represents training undertaken by employees and contractors from May to October 31, 2021.

<sup>2</sup> As determined by views/impressions across our primary social media channels, including RBC accounts and those managed by our executives.

## Strengthening inclusive-leadership capabilities

### Encouraging employee engagement

Our ERGs bring together employees who share a common identity, characteristics and set of interests. They create a culture of inclusion that enhances employee engagement and further supports our organizational vision and values. A full list of our 2021 ERGs can be found in Appendix 4.

### ERGs in 2021



**iCare** champions the needs of working caregivers such as experienced, new or expecting parents, or those caring for seniors, people who are sick or persons with disabilities. iCare aims to improve the work and family lives of caregivers by sharing experience and knowledge, bringing in outside expertise and providing a voice for caregivers.



**MOSAIC and the Multicultural Employee Alliance (MEA)** foster an inclusive culture for all employees by connecting visible minorities, non-visible minorities and newcomers across RBC.



**PRIDE** helps LGBTQ+ and allied employees thrive and LGBTQ+ communities prosper.



**REACH** is a community of employees that provides resources and peer support to its members while advocating for increased awareness to eliminate stigma and drive inclusion of employees with disabilities.



**Royal Eagles** raises awareness of Indigenous culture, provides a support system for RBC's Indigenous employees and acts as a liaison between the bank, its employees and the Indigenous community.



**Women ERGs** promote gender diversity and inclusion through advocacy and awareness, community involvement, ongoing education and networking opportunities. RBC has six women ERGs.



**NextGen** is a movement that builds engagement and attracts young professionals by empowering them to speak up and contribute to the organization's business priorities, fostering collaboration and supporting the communities we serve. NextGen was built on three guiding pillars: capabilities, connections, community.



**RBC VETS** – Veterans Engagement and Troops Support – helps engage employees with internal and external veterans and military service-related events and programs.



**52**  
global ERGs

Over **32,000**  
employee participants

### Developing relevant and meaningful learning opportunities

In addition to raising employee awareness through internal and external communications, storytelling and leader messages, RBC has a number of formal learning courses and tools for all employees:

- In 2020, RBC was the first Canadian financial institution to partner with First Nations University of Canada to implement 4 Seasons of Reconciliation, a transformative Indigenous cultural awareness program developed by Reconciliation Education and First Nations University of Canada. This online program has been a powerful resource in helping our employees understand Indigenous realities and histories in a new light, and to allow us to push forward in our commitment to honour the Truth and Reconciliation Commission's call to action #92. Since launching in May 2020, more than 28,000 employees have completed at least one module and over 11,500 employees have completed the full program. In addition, RBC is partnering with First Nations University of Canada and Reconciliation Education to offer the 4 Seasons of Reconciliation to all Canadians at no cost from October 20 to December 31, 2021 and June 1 to August 31, 2022.
- In 2021, RBC launched the mandatory Anti-Racism training program to its global workforce as one of its commitments to take action against systemic racism. Between its launch in May 2021 and October 31, 2021, 94% of employees and contractors completed the program.
- RBC piloted the Inclusion & Belonging webinar series on topics such as Discovering & Interrupting Bias, Recognizing and Responding to Microaggressions & Micro-Inequities, Enabling a Culture of Inclusion & Belonging, Unlocking Potential Through Inclusive Actions and Being an Ally for Change.
- Also trialed this year were a number of virtual classroom offerings focused on allyship and unlocking the potential of a diverse workforce, along with a new adaptive micro-learning experience on anti-bias awareness. The success of these pilots will result in plans to fully launch these offerings in 2022.





# Listening to our employees



**91%<sup>1</sup>** of employees  
feel proud to be a  
part of RBC

We want our employees to feel valued, to experience a sense of belonging and to feel safe to speak up without fear of retaliation or reprisal. In confronting the structural and systemic racism and economic and social inequities that pervade our society, RBC is asking hard questions about race, inequality, inclusion and privilege. And we are committed to listening, learning and taking action. This first step – listening – has been and will continue to be vital to understanding the diverse and unique experiences of our employees.

We held listening circles for diverse employees across RBC during 2020 and 2021. These sessions enabled employees to share both their personal and professional experiences and their ideas to help us create a more inclusive workplace. We have also created “Uncomfortable Conversations” – a centralized hub on RBC’s intranet where all employees can access learning resources on anti-racism and find information about our ongoing D&I initiatives. In some regions, we held subsequent sessions, open to all employees, to provide an overview of race relations in that region and enable and promote allyship.

## Always-on employee listening

To better understand the diverse needs, preferences and workstyles of our global businesses and colleagues, RBC continues to use a variety of listening initiatives such as pulse surveys, an annual engagement survey, D&I listening sessions, targeted interviews and focus groups.

In April 2021, we launched the new **Employee Engagement Survey (EES)**, a major milestone on our journey to reimagine how we listen and bring feedback to life across RBC. The survey was designed to create a better survey experience for employees, including fewer questions with more open-ended options to gain a better understanding of sentiment. At the same time, we improved the dashboard to provide people managers with greater insight into their teams’ results, with access to real-time data and AI assisted insights.

Overall, employees remain highly engaged and feel proud to be a part of RBC. Most notably, the EES showed:

- 94%<sup>1</sup> feel they **contribute to the overall success of RBC**
- 91%<sup>1</sup> feel **proud to be part of RBC**
- 90%<sup>1</sup> **are willing to go above and beyond**

Despite the challenges posed by the COVID-19 pandemic, employees continued to feel well supported by RBC.

<sup>1</sup> Data collected using RBC’s Employee Engagement Survey (EES) that was conducted between April 21 and May 5, 2021; participation rate was 76%. Scores reflect the sum of the “Strongly Agree” and “Agree” responses for this question, divided by the total number of responses.

# Leading with empathy and creating safe spaces

There's no substitute for compassionate leaders who listen, support and encourage their colleagues, especially in uncertain times. The pandemic has shone a spotlight on the importance of virtual inclusion, and we've equipped managers and leaders with resources and tactics to help our workforce adapt to a new way of living and working. We hosted a number of sessions to build colleagues' capabilities during challenging times, including the Executive Speaker Series on Human-Centric Leadership and a webinar series aimed at helping leaders adapt the way they communicate and coach in our virtual workplace. Other offerings included the "Managing Mental Health at Work" webinar training for people managers, round-table sessions with employees to learn about their mental health journeys, guided meditation sessions for the enterprise and the "Parenting During a Pandemic" session for parents on youth mental health.

## Employee resources and programs for supporting mental health and resilience

- An increased psychological services benefit of \$ 5,000/year for Canadian employees and family members
- Huddle guides and learning pathways for speaking openly about mental health
- Wellness campaigns to help build healthy habits and routines
- A meditation app subscription for all employees
- An extra day off for employees in 2021 to rest and recharge

## Encouraging psychological safety

Employees in a psychologically safe workplace feel more comfortable and confident to speak their mind and respectfully challenge something that doesn't seem right. Psychological safety is an ongoing focus at RBC, reinforced in our Values, Code of Conduct and Respectful Workplace Policy.

We recognize that speaking up about issues related to diversity and inclusion can be uncomfortable given their sensitivity. There are a number of channels employees can use to raise their concerns including to their manager or senior manager, Human Resources, Employee Relations, Compliance and through our global Conduct Hotline, which employees can use anonymously.





## Balancing work and life

We understand that our employees may face a range of challenges in their work or home life – especially during the pandemic, when balancing the two has been exceptionally difficult for many. Our goal is to ensure we create an inclusive work environment that provides employees with the flexibility and support they need to adapt and thrive, today and into the future.

- **Flexible work arrangements:** While our employees have always had options available to balance their personal and professional needs, we continue to remind them about the various ways they can apply for flexible work arrangements such as reduced hours, modified work weeks and job sharing.
- **New resources for the future of work:** Acknowledging that an increase in hybrid work is on the horizon for some groups, we've built a centralized online hub called “Working Together” that houses relevant resources for managers and employees. Our aim is to help them work more effectively in a hybrid environment, balancing and navigating the combination of online and in-person work arrangements with resiliency and empathy.
- **Childcare support:** Working parents have faced tremendous pressures due to the pandemic. RBC's Employee Care Program is available 24 hours a day, 7 days a week to help our employees access support, including emergency backup childcare and trained counsellors. We offered “Support for Kids (and their grown-ups)” virtual programming, which included summer coding camps and on-demand story time. RBCers also took the initiative to create the Kids@home Marketplace with content and programs to share crafts, games and learning opportunities. As of 2020, new parents in Canada can take up to 78 weeks off to care for their newborn or newly adopted child(ren).
- Employees and managers in the UK, Canada and the US have access to a centralized site that hosts advice series, family leave planning tools with automated reminders, pre-family-leave development and return-to-work transition plans, curated learning content, mentorship toolkits, and more.

## US Wealth Management provides policies and benefits that create better work-life balance, including:

- A parental leave policy inclusive of all parent types (birth mothers and non-birth parents, men and women). In fiscal 2020, the total leave was increased from four weeks of maternity leave to eight weeks, and parental leave from two weeks to four weeks.

Leave for adoption also allows all parents to have equal bonding time with their child, including:

- Paid caregiver leave for up to four weeks and double the maximum leave of absence payout for financial advisors
- Childcare leave tools and resources so employees have easy access to the information they need to prepare for their leave and manage their finances during their time at home with their family

## Supporting UK employees through moments that matter:

- Extended dependent care-day offerings from 6 to 10 days
- Provided a bereavement policy with up to 20 days paid leave
- Increased co-parenting leave from two to six weeks
- Launched the Peppy app, which provides support and resources for women and partners seeking support on women's health

For more information on RBC's health and wellness policies and programs, please see the [Value for Employees](#) backgrounder.

# Driving accountability



## Redefining inclusive leadership

As part of our Action Plan Against Systemic Racism, we have:

- Enhanced our existing company-wide Unconscious Bias training, and made Anti-Racism training mandatory for all employees and contractors
- Increased our staffing goals for BIPOC executives from 20% to 30%, with a focus on strengthening Black and Indigenous representation in our leadership pipeline
- Doubled our investment in Ignite, a leadership program focused on driving the development of BIPOC talent, to complement other experience-based development opportunities
- Included diversity and inclusion objectives in the performance management goals of all people leaders
- Expanded our annual diversity reporting in 2021 to drive even more transparency around our BIPOC efforts, including enhancing our pay equity reporting to encompass racial equity in pay.

Accountability is critical to creating meaningful change, and to foster an inclusive culture, leaders must be accountable for role modelling inclusive behaviours. As such, diversity metrics are embedded in leadership goals across the company, and as part of RBC's Action Plan Against Systemic Racism, we include diversity and inclusion objectives in the performance management goals of all people leaders.

RBC's annual performance enablement process assesses employee effectiveness using the RBC Leadership Model, which considers whether employees demonstrate leadership behaviours such as "Building trust by being inclusive, candid and sincere" and "Drawing out and valuing diverse views".

Throughout 2021, we made a number of improvements to our performance management systems:

- Improved our diversity data and reporting tools to help HR leaders actively manage progress against goals, goal setting and building more diverse teams.
- Enhanced our self-reported diversity data collection efforts to better communicate the value of self-identification and bringing your whole self to work. This initiative has led to more accurate and complete reporting on the diversity of our workforce in select regions – 98.8% of Canadian employees and 99.7% of US employees completed our Workforce Census within one year of being hired.
- Established baseline Inclusive Experiences composite measures in our annual Employee Engagement Survey to actively manage employee sentiment across three pillars of inclusion: Psychological Safety, Belonging and Respect/Trust. It is based on extensive research on the drivers of inclusion and is a composite of eight questions in our annual Employee Engagement Survey. This baseline composite will serve as a foundation for the continuous improvement of our inclusive culture, and we expect our business leaders and people managers with greater than five direct reports to actively manage the inclusive experiences of their employees.

# Enabling economic inclusion

## Our priorities:

Influencing equitable access to financial products and services

Supporting products, programs and initiatives that create positive economic and social impact

Leveraging our purchasing power to influence supplier and client diversity efforts

## Alignment with the SDGs



Target 1.4



Target 8.3  
Target 8.6  
Target 8.7  
Target 8.10



Target 10.2

For additional information, see Appendix 3.



## Enabling economic inclusion



Our commitment to D&I extends beyond our workforce to include the development, provision and procurement of our products and services and our partnerships with community organizations. Our practices, thought leadership and innovation strategies actively drive change among our peers and in our communities.



*“Diversity and inclusion is much more than a foundational talent strategy at RBC. In order to live our purpose of helping clients thrive and communities prosper, it’s critical that our efforts to advance diversity and strengthen inclusion emanate through our operations, our products, and our services so that we are truly driving inclusive economic growth.”*

*– Greg Grice, EVP, Business Financial Services*

# Influencing equitable access to financial products and services

Access to financial products and services is critical to any economy's efficiency and growth. Easy access is also fundamental to achieving individual well-being and community-wide equality. Through the inclusive development and delivery of products and services, we can better meet the diverse needs and circumstances of our clients.

Our 2021 initiatives that supported this objective include:

- **Financial Access Project:** In 2021 RBC launched the [Survivor Inclusion Initiative](#) in Canada to provide basic banking services to survivors of human trafficking. Partnering with the [Salvation Army Illuminate](#), a front-line survivor service provider, the program aims to reconnect survivors to the financial system through financial literacy programming, fundamental banking education and access to free, unlimited chequing and savings accounts for 12 months. With an ultimate goal of enabling a survivor's economic independence, the program will offer financial support and resources to help them manage their finances with confidence.
- **\$100 million over five years in small business loans to Black entrepreneurs:** In March 2021, RBC launched the [Black Entrepreneur Startup Program \(BESP\)](#), a funding collaboration with Futurpreneur Canada designed to address critical barriers emerging, young Black entrepreneurs face when starting, growing and managing their businesses. In June 2021, RBC also invested \$1 million in Black Innovation Capital (BIC), a \$10 million fund that supports the growth of pre-seed and seed-stage Canadian technology businesses led by Black entrepreneurs. The fund is anchored by BDC Capital, and is a collaborative initiative with the startup incubator Digital Media Zone (DMZ) and the Black Innovation Program (BIP). In October 2021, RBC launched the Black Entrepreneur Business Loan (BEBL), a new financing solution that provides eligible Black entrepreneurs in Canada with loans of up to \$250,000.

For more information on RBC's annual financial inclusion activities in Canada, please see the [2021 Public Accountability Statement](#).





## Influencing equitable access to financial products and services



### Indigenous financial services in Canada

RBC offers inclusive financial services to Indigenous clients through integrated banking, trust and investment services. For Indigenous personal banking clients, we have a network of 11 full-service branches and six agencies located on reserves and in Inuit communities. For Indigenous clients living in remote communities and unable to visit an RBC location, we offer a remote banking service. In addition, we have a home financing program designed to assist First Nation clients in purchasing or building a home on a reserve, and a leasehold mortgage program for financing homes on leased First Nation lands.

For Indigenous businesses, governments and non-profits, we have a specialized banking team located in all regions of Canada, including three on-reserve commercial banking centres. We offer solutions specific to financing land claims, infrastructure and economic development projects for Indigenous communities. We also have wealth management teams who work exclusively with Indigenous governments to provide trust and investment solutions associated with preserving and managing financial assets acquired through claims settlements, impact benefit agreements and revenue sharing arrangements.



# Supporting products, programs and initiatives that create positive economic and social impact

We recognize the influence RBC has on both local communities and the global stage – and with this influence comes the opportunity to help address key societal challenges such as social justice, financial literacy and access to essentials such as financial support, employment and opportunities for prosperity. We acknowledge the strength of our organizational voice and regularly publish research, engage in dialogue with experts and partner with innovative organizations to present new ideas, technologies and solutions that can contribute to positive social impact.

## **Financial literacy for groups that are historically underrepresented**

In addition to striving to provide comfortable and equitable access to financial services, we further acknowledge that many people may not have had the opportunity to develop their understanding of financial matters. To address this gap, we provide specialized financial literacy initiatives, support and tools to help all individuals gain the financial knowledge they need to navigate the banking system and successfully manage their money based on their unique needs. This year, we launched a new **financial literacy program** for Indigenous Peoples, created in response to calls from residential school survivors and First Nations youth, who recommended financial training to help them maximize the benefits of financial compensation.

For more information on our programs and initiatives, please see the [About Value for Communities](#) backgrounder and the [2021 Public Accountability Statement](#).

## **Developing products and services**

As an organization dedicated to continuous innovation, we are constantly seeking new solutions that simplify our clients' lives and boost their opportunities for financial wellness. We embed our D&I values in every activity, recognizing that an inclusive approach addresses the needs of a broad range of individuals and businesses.



## Supporting products, programs and initiatives that create positive economic and social impact

In 2021, we embedded our D&I values in our products in the following ways:

- **RBC Global Asset Management (GAM):** We updated our RBC GAM Proxy Voting Guidelines to state that we encourage companies to publicly disclose information on the diversity of their board of directors, executive and senior management teams, and wider workforce. For consistency, we encourage disclosure that aligns with companies' local jurisdictions, such as the EEO-1 Report in the US and the Canada Business Corporations Act in Canada. We are a signatory to the Canadian 30% Club Investor Group, which targets 30% representation of women on boards and at the executive management level of S&P/TSX Composite Index companies by 2022. As such, we increased our threshold requirement for the representation of women on boards of directors from 25% to 30% in all markets where our Guidelines apply.
- **RBC Capital Markets:** A market first, RBC Capital Markets served as [Diversity & Inclusion Coordinator](#) of two asset-backed securities (ABS) deals in 2021. Working together with partners on the deals, RBC advanced equal opportunity in the ABS market for diverse-owned firms, further reinforcing RBC's commitment to D&I across the broader capital markets.
- **The Greenspring Diversity Fund (US Wealth Management):** As part of a commitment to improving diversity in the financial services industry, our Alternative Product Group developed the Greenspring Diversity Fund to invest in 10-15 US-based venture capital funds where at least one-third of the key persons (as defined in the fund's limited partnership agreement) are members of groups that are historically underrepresented.
- **Ampli:** This platform, which provides cash back when consumers purchase goods and services from retailers, launched an initiative where Ampli matched the cash it issued to members in the form of donations to Indigenous organizations across Canada from purchases made at Indigenous businesses.
- **Prepped:** A platform that helps job-seekers refine their resume and interview skills. In fiscal 2021, Prepped provided 50 Premium licences to The Black Professionals in Tech Network to support their pipeline of candidates as they prepare for their job applications and interviews.
- **Ownr:** This platform helps small business owners register and incorporate their businesses, and also profiles BIPOC-owned small business owners and entrepreneurs. During Black History Month, Ownr featured stories to amplify the Black community and their businesses.



### RBC Capital Markets is a founding partner of the Equality Fund

The [Equality Fund](#) is a unique public-private partnership seeking to build a new global funding mechanism and leverage more resources for gender equality around the world. In 2019, the fund received a \$300 million seed contribution from the Government of Canada. RBC was a founding member of the Equality Fund Collective in June 2019 and has helped define their investment strategy. We have also customized a cross-asset investment solution to help them invest their proceeds. The main objective was to integrate a gender lens into our public markets' investment strategy while addressing both growth and income needs.





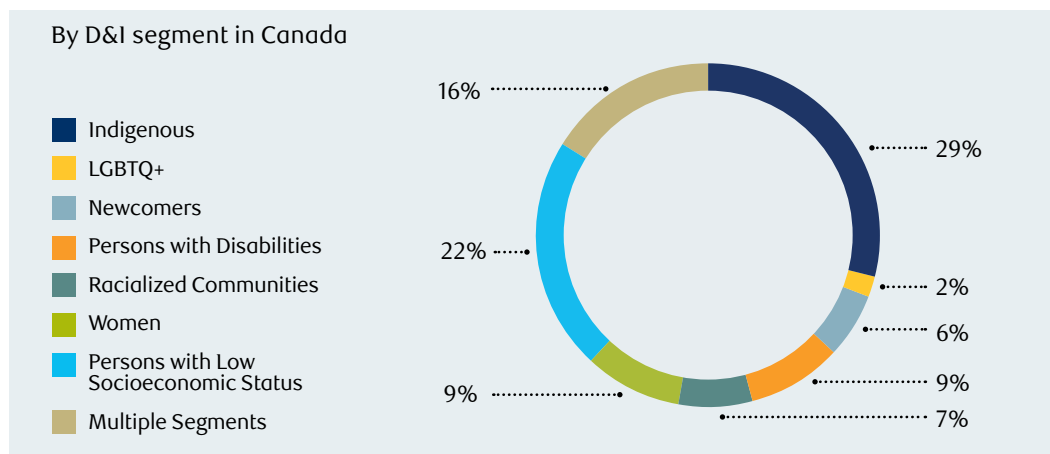
## Supporting products, programs and initiatives that create positive economic and social impact

### Charitable donations and partnerships

Through strategic partnerships, donations, sponsorship initiatives and employee volunteerism, we continue to support organizations, academic institutions and non-profit groups that are working to address diversity issues that are important to our organization and our stakeholders. Across our community investment portfolio, we proactively look for opportunities to support Indigenous Peoples, individuals with a low socioeconomic status, women, persons with disabilities, racialized communities, newcomers and members of the LGBTQ+ community.

We are one of Canada's largest corporate funders of charitable organizations, contributing over \$140 million globally in cash donations and community investments in 2021. This includes \$70.5 million from the RBC Foundation®, a separate legal entity that reports financial information to the Canada Revenue Agency. As signatories to Imagine Canada's Caring Company Program, we invest a minimum of 1% of our domestic net income before income taxes in support of charitable and non-profit endeavours in Canada. In 2021, 48% of our donations through the RBC Foundation in Canada supported diverse communities.<sup>1</sup> In July 2020, RBC [announced actions](#) to address the inequity and systemic bias that have disadvantaged BIPOC individuals and youth. As part of this commitment, under the "Investing for the Future" pillar, we will provide \$50 million in focused funding through RBC Future Launch to create meaningful and transformative pathways to prosperity for 25,000 BIPOC youth by 2025. In 2021, we contributed nearly \$17 million towards our goal.

### Percentage of cash donations and community investments



In addition, donations made through the RBC Employee Giving Campaign were distributed to intermediaries such as large charitable organizations that reach underserved groups beyond our immediate outreach.

<sup>1</sup> Diverse communities are defined as Indigenous, LGBTQ+, women, newcomers, persons with disabilities, racialized communities and individuals with a low-socioeconomic status as identified by charitable applicants during the application process.



## Supporting products, programs and initiatives that create positive economic and social impact



### Select RBC Foundation partnerships



#### **Black Business and Professional Association** in support of **financial literacy and entrepreneurship**

The Financial Literacy Program, offered online and in class, provides Black youth with tools to better prepare themselves socioeconomically, gain an understanding of the linkages between life skills and financial well-being, and build leadership skills for personal and professional development. The Business Advisory and Implementation Development Services (BAIDS) program expands the capabilities of Black entrepreneurs and supports Black businesses through workshops.



#### **The Gord Downie & Chanie Wenjack Fund** in support of the **Youth Ambassador and Artist Ambassador Program**

The Youth Ambassador and Artist Ambassador Program strives to empower Indigenous and non-Indigenous youth to be leaders of reconciliation in their schools and through a paid internship and leadership program. Their training and learning experiences culminate in reconciliACTION projects in their schools and communities, inspiring others to answer the call to forward reconciliation.



#### **Plan International Canada, Canadian Women's Foundation, YWCA Canada and Catalyst** in support of **In Good Company**

RBC Foundation brought together these four leading organizations, each working with women and girls at different stages in their journey towards economic empowerment, to create the In Good Company initiative to advance gender equality in the corporate sector and beyond.



#### **TakingITGlobal** in support of **Future Pathways for a Connected North**

Future Pathways for a Connected North delivers live, interactive learning experiences enabled by an ecosystem of partners to improve educational outcomes in schools across Canada's most remote communities. Future Pathways for a Connected North strives to increase successful connections between high school students in these communities and post-secondary institutions offering programs that meet their needs.



#### **United Nations Association in Canada** in support of **Building Young Entrepreneurs**

Building Young Entrepreneurs is a digital training and mentorship program that provides multi-barriered youth across Canada with skills, work experience and professional networks to improve their employability and succeed in the workforce of today and tomorrow. The program targets youth who identify as visible minorities or are newcomers to Canada, belong to low-income households and are un- or underemployed.



Supporting products, programs and initiatives that create positive economic and social impact

Driving social change through dialogue

One of the first critical steps to achieving D&I in the workforce and society is to promote dialogue – even if the conversation is uncomfortable. Beyond our internal conversations, we recognize our opportunity and responsibility to encourage new ways of thinking outside RBC and inspire change.

In addition to our Speak Up for Inclusion and That Little Voice video series, RBC has helped drive social change through the following initiatives.



**RBC Thought Leadership:**

This online [hub](#) of insights and ideas explores social, economic and technology trends, bringing to light ideas to drive prosperity.



**COVID Further Clouded the Outlook for Canadian Women at Risk of Disruption:**

This report details the future of work for Canadian women post-COVID.



**Anti-racism commitments:**

RBC was the first bank to make anti-racism commitments in summer 2020 and the first Canadian bank to publish a standalone diversity and inclusion report.



¹ As determined by views/impressions across our primary social media channels, including RBC accounts and those managed by our executives.

# Leveraging our purchasing power to influence supplier and client diversity efforts

RBC purchases goods and services from suppliers in Canada and around the world. Aligned with our commitment to a fair sourcing process, our goal is to offer opportunity to all suppliers, including those who identify as a diverse business, owned by women, Indigenous Peoples, minorities, members of the LGBTQ+ community, persons with disabilities, veterans or service-disabled veterans. In doing so, we enhance the levels of quality, service and value experienced by the organization. Supplier diversity processes are also embedded in our day-to-day procurement activities, which positions us well to meet the requirements of our diverse client base.

We also work with our suppliers to promote and uphold high sustainability standards in our supply chain by applying enhanced environmental and social screening criteria. We have a principles-based [Supplier Code of Conduct](#) that articulates RBC's expectations with respect to business integrity, responsible business practices, responsible treatment of individuals and the environment.



## Our 2021 highlights include:

- Continued to help guide diverse<sup>1</sup> business owners to pandemic relief from the financial services industry by hosting joint webinar sessions with Canadian Supplier Diversity Councils
- Continued to embed support for supplier diversity in all of our procurement activities, such as including diverse suppliers in competitive sourcing events and requiring supplier diversity questions and evaluation criteria for supplier selection
- Focused on optimizing the diversity of our supplier database across different demographics and communities, including small and diverse-owned businesses, through matchmaking events and pitch meetings with over 100 suppliers
- Sponsored and participated in initiatives that provided advice, coaching and mentoring to diverse-owned business leaders and partnered with Diverse Supplier Councils and Chambers of Commerce

In addition, the RBC Supplier Diversity Program was nominated as a finalist for the WBE Canada Excellence Awards for Most Improved Supplier Diversity Program.





<sup>1</sup> Our goal is to advance opportunity globally to businesses owned by women, Indigenous people, minorities/visible minorities, the LGBTQ+ community, people with disabilities, veterans and service-disabled veterans. For more information, please see Our Commitment to Supplier Diversity.

## Leveraging our purchasing power to influence supplier and client diversity efforts









### Diversity partnerships in global procurement

RBC promotes supplier diversity through a multi-dimensional program that includes participating in supplier diversity events and conference speaking engagements, panel discussions, webinars, matchmaker sessions and workshops. We lead various mentorship activities, which include formal mentoring of certified suppliers and an annual workshop to coach and mentor those who are interested in that level of support. We have embedded supplier diversity processes in day-to-day procurement activities and continue to incorporate supplier diversity goals in Procurement's annual performance objectives. RBC is a member of CAMSC, CCAB, CGLCC, IWSCC, WBE Canada, NMSDC, NGLCC, NVBDC, WBENC, Disability:IN, MSDUK and WEConnect International, with complete access to their supplier databases. Diverse suppliers are also encouraged to self-identify on RBC's Supplier Information registration form for our supplier database. We consult these various databases when developing sourcing strategies to provide more access opportunities for diverse suppliers.

### Creating business values and demonstrating RBC leadership

Council	How they are advancing equal opportunity for suppliers in Canada
	<b>Women Business Enterprises (WBE) Canada</b> is a Canadian non-profit organization. Their mission is to advance economic growth nationally through certification, promotion and development of women-owned businesses. RBC is an inaugural board member of WBE Canada, with a seat on the Certification Committee.
	<b>Canadian Gay and Lesbian Chamber of Commerce (CGLCC)</b> is a coalition of Canadian LGBTQ+ businesses, government liaisons and diverse procurement practices. They strive to remove barriers faced by and advance the growth of LGBTQ+ businesses within the economy. RBC is a founding program partner of Canadian Gay & Lesbian Chamber of Commerce and actively participates on the Procurement Advisory Committee.
	<b>Canadian Aboriginal and Minority Supplier Council (CAMSC)</b> is a private sector-led, non-profit membership organization. It is governed by a board of directors and aims to boost economic development efforts and employment through the active participation and inclusion of Aboriginal and Minority suppliers. RBC is a founding member and actively participates on the CAMSC Board.
	<b>The Inclusive Workplace and Supply Council of Canada</b> is a non-profit certifying council. They support the growth of veterans and persons with disabilities who own businesses through certification and educational resources. RBC is a founding member.
	<b>Canadian Council for Aboriginal Business (CCAB)</b> is a non-profit that aims to bridge the gap between Aboriginal and non-Aboriginal people, communities and businesses through diverse programming, tools, training, networks, awards and events. RBC is a Business Member Plus of CCAB.

## Creating business values and demonstrating RBC leadership

Council	How they are advancing equal opportunity for suppliers in the US and UK
	<p><b>National Veteran Business Development Council (NVBDC)</b> provides veterans in the US with certification and access to supplier diversity programs across industries in the US. They target all veterans including service-disabled, women, minority, disadvantaged and LGBTQ+ veteran-owned businesses. RBC is a National Member of NVBDC.</p>
	<p><b>Disability:IN</b> promotes the inclusion of businesses owned by persons with disabilities in the US. Inclusion translates to certification for qualifying businesses, consultation for corporations concerning inclusive cultures, networking and business matchmaking, mentorship, and open dialogues on committees and at roundtable events. RBC is a National Member of Disability:IN.</p>
	<p><b>Financial Services Roundtable for Supplier Diversity (FSRSD)</b> is a non-profit in the US that promotes the inclusion of diverse suppliers in the financial services industry through supplier diversity programs. Key components include benchmarking, sharing resources, networking and referrals, developing industry-specific requirements, and committee initiatives. RBC is a General Member of FSRSD and has a seat on its Supplier Development Committee.</p>
	<p><b>National Minority Supplier Development Council (NMSDC)</b> is a non-profit in the US that strives to advance business opportunities for certified minority business enterprises (MBEs). They focus on supporting inclusion in corporate and public-sector supply chains, capability-building and facilitation of MBE-MBE partnerships. RBC is a National Member of NMSDC and participates and exhibits at the NMSDC (Minority) Business Conference as a Bronze Sponsor.</p>
	<p><b>National LGBT Chamber of Commerce (NGLCC)</b> works to advance the economic growth of LGBTQ+ businesses in the US. They offer certification and networking among corporations and businesses. RBC has a Corporate Partnership with NGLCC.</p>
	<p><b>Women's Business Enterprise National Council (WBENC)</b> is a non-profit in the US that aims to advance economic growth globally via identification, certification and facilitation of WBEs. They follow the CORE platform – certification, opportunities, resources and engagement. RBC is a General Member of WBENC, contributes to publications and participates in speaking engagements.</p>
	<p><b>WEConnect International</b> connects women-owned businesses to a global network of corporations. They offer certification, access to networking opportunities, and training and capacity building. RBC is a Corporate Member.</p>
	<p><b>MSDUK</b> connects ethnic minority businesses (EMBs) in the UK with global corporations to create an inclusive supply chain. They provide certification, business development tools, B2B marketing, networking and educational resources to help EMBs flourish. RBC is a Corporate Member of MSDUK.</p>

# Awards and recognition

We are a recognized leader in D&I and aim to continue to earn recognition that strengthens our voice and reputation among key stakeholders.

## Enterprise



Named one of the Best Workplaces in Canada by the Great Place to Work Institute for the 12th year



Named to the Bloomberg Gender-Equality Index (GEI) for the 5th year



Named one of Canada's Best Diversity Employers by Mediacorp Canada Inc. for the 11th year



Selected as one of Canada's Top 100 Employers by Mediacorp Canada Inc. for the 13th year



Selected as a Catalyst Award Winner for 2021. This prestigious global award attracts organizations from around the world. Every year, Catalyst identifies and receives applications from companies of all sizes, regions and industries whose groundbreaking initiatives to advance women and diverse groups make them eligible for the award. RBC also joins an exclusive list of organizations that have won the award twice.



For the past three years (2019-2021) ranked in the global Top 100 Most Diverse & Inclusive Companies in the Refinitiv Diversity & Inclusion Index



Recognized as one of the Top 100 Global Companies for Gender Equality by Equileap



Recognized for our continuing commitment to supplier diversity, including strong C-level support, reporting and our pledge to promote diverse candidates and partners

## US



RBC US Wealth Management recognized as one of the Best Places to Work for LGBT Equality and one of the Top Companies for LGBT Empowerment by Affinity Magazine



Achieved 100% on the Corporate Equality Index (CEI), a national survey and report on corporate policies and practices related to LGBTQ+ workplace equality, for the 11th year



RBC US Wealth Management received top honours for "outstanding practices" by Investment News



Named Best Innovative Client Solution by the Family Wealth Report Awards



RBC Capital Markets and RBC Wealth Management awarded Diversity Corporate of the Year by the National LGBT Chamber of Commerce



RBC Capital Markets awarded a Catalyst Award for its integrated strategy, which embeds D&I principles into its approach to employees, clients and communities

## UK and Channel Islands



Fiduciary Services in Wealth Management International among 2% of the organizations that have achieved the Platinum standard, which recognizes people managers for their leadership, support for their teams and continuous improvement of the business



Named one of the Top 30 Employer Working Families in the UK for the 6th year in a row



A signatory to the Women in Finance Charter since 2017



# Appendix 1 – Statement of Performance

## Governance<sup>1</sup>

	2021	2020	2019
<b>Directors of Royal Bank of Canada</b>			
Women <sup>2</sup>	46% <sup>3</sup>	42%	43%
BIPOC <sup>4</sup>	23%	17%	N/A
<b>Canada</b>			
Women Directors of RBC Dominion Securities Inc.	25%	20%	20%
Women Directors of RBC Global Asset Management Inc.	29%	29%	29%
Women Directors of RBC Investor Services Trust	67%	71%	71%
Women Directors of RBC Life Insurance Company	43%	33%	33%
Women Directors of Royal Bank Mortgage Corporation	50%	50%	43%
Women Directors of Royal Trust Corporation of Canada	50%	50%	43%
Women Directors of The Royal Trust Company	50%	50%	43%
<b>United States</b>			
Women Directors of RBC US Group Holdings LLC	38%	38%	33%
Women Directors of City National Bank	33%	30%	33%
Women Directors of RBC Capital Markets, LLC	0%	25%	0%
<b>British Isles and Europe</b>			
Women Directors of RBC Europe Limited	33%	33%	37%
Women Directors of RBC Investor Services Bank S.A.	0%	10%	0%
Women Directors of Royal Bank of Canada (Channel Islands) Limited	29%	29%	29%
<b>Caribbean</b>			
Women Directors of RBC (Barbados) Trading Bank Corporation	33%	29%	14%
Women Directors of RBC CMA LLC	29%	20%	11%
Women Directors of RBC Financial (Caribbean) Limited	60%	50%	50%

<sup>1</sup> Includes a subset of subsidiaries of Royal Bank of Canada that are internally ranked as warranting the highest governance standards and oversight based on regulatory complexity, reputational risk and size.

<sup>2</sup> The Board Diversity Policy requires that men and women each make up at least 35% to 45% of directors. Additionally, since 2014 Royal Bank of Canada has had a woman as Board Chair.

<sup>3</sup> See page 13 of our 2022 Management Proxy Circular. This information represents our Board composition as of February 8, 2022.

<sup>4</sup> Based on self-identification data, which has been collected since 2020. Data prior to this time is not available.

## Appendix 1 – Statement of Performance

## Regional workforce representation

	Fiscal 2021 Goal <sup>1</sup>	2021	2020	2019
<b>Global</b>				
Total Employees <sup>2</sup>		87,830	86,451	85,193
Women in Group Executive		30%	10%	20%
<b>Canada<sup>3</sup></b>				
Total Employees		63,595	61,782	60,508
Women		57%	57%	58%
Men		43%	43%	42%
BIPOC <sup>4</sup>		39%	39%	39%
Asian <sup>5</sup>		28%	25%	26%
Black <sup>6</sup>		5%	5%	5%
Indigenous <sup>7</sup>	1.6%	1.3%	1.3%	1.4%
Mixed <sup>8</sup>		1%	1%	1%
Other <sup>9</sup>		4%	7%	7%
LGBTQ+ <sup>10</sup>	2%	2.6%	2.2%	2.0%
PwD (Overall) <sup>11</sup>		7%	7%	7%
PwD (EE) <sup>12</sup>	4.7%	3.3%	3.4%	3.6%
<b>All Management</b>				
Women in all management positions <sup>13</sup>		50%	50%	50%
BIPOC <sup>4</sup> in all management positions <sup>13</sup>		40%	39%	39%
<b>Executives</b>				
Women	48% <sup>14</sup>	44%	46%	46%
BIPOC <sup>4</sup>	23%	23%	21%	20%
<b>Senior Management</b>				
Women		40%	40%	40%
BIPOC <sup>4</sup>		36%	35%	34%

## Appendix 1 – Statement of Performance

## Regional workforce representation

	Fiscal 2021 Goal <sup>1</sup>	2021	2020	2019
<b>Canada</b>				
<b>Management &amp; Experienced Professionals</b>				
Women		51%	51%	51%
BIPOC <sup>4</sup>		40%	39%	39%
<b>Junior Management</b>				
Women		57%	57%	57%
BIPOC <sup>4</sup>		38%	37%	36%
<b>Administrative &amp; Operational Employees</b>				
Women		69%	70%	71%
BIPOC <sup>4</sup>		40%	39%	40%

<sup>1</sup> Fiscal 2021 goals for workforce representation in Canada are set for diverse segments that are covered under the *Employment Equity Act* (Canada) (the *Employment Equity Act*), with the exception of LGBTQ+.

<sup>2</sup> Includes City National Bank and Blue Bay Asset Management, and refers to the number of individuals employed globally full-time and part-time, which differs from the full-time equivalent (FTE) statistic. The number of FTEs is reported in our 2021 Annual Report on page 14. This figure excludes individuals on long-term leaves of absence, phased-in retirements and intermittent hourly, temporary hourly employees. Presentation of the total employees by region excludes summer students, co-ops and interns and, as such, will not equal the total number of global employees.

<sup>3</sup> Metrics, and goals where applicable, for women, BIPOC, persons with disabilities, Indigenous and LGBTQ+ people represent Employment Equity data as at October 31 for each year presented for our business in Canada governed by the *Employment Equity Act*.

<sup>4</sup> In Canada, BIPOC includes all individuals who self-identify as a visible minority or those individuals who self-identify as Indigenous.

<sup>5</sup> Includes Chinese, Japanese, Korean, East Indian, Pakistani, Sri Lankan, Cambodian, Indonesian, Laotian, Thai, Vietnamese, Filipino, etc.

<sup>6</sup> Includes African, American, British, Canadian, Caribbean, West Indian, Haitian, Somali, etc.

<sup>7</sup> Indigenous Peoples is a collective name for the original peoples of North America and their descendants. In Canada, the term Aboriginal Peoples is also used for individuals identifying themselves as First Nations, Inuit or Métis.

<sup>8</sup> Two or more races.

<sup>9</sup> Other includes Latin-American, Arab or West Asian, Afghan, Iranian, Armenian, Egyptian, Lebanese, Moroccan, etc. and employees who chose unknown minority group.

<sup>10</sup> According to Statistics Canada from a survey conducted in 2014, 1.7% of Canadians aged 18 to 59 considered themselves to be homosexual (gay or lesbian), and 1.3% considered themselves to be bisexual. Our goal for fiscal 2021 was 2.0% to meaningfully move the dial on LGBTQ+ representation in the workplace. Based on Statistics Canada demographics data: [https://www.statcan.gc.ca/eng/dai/smr08/2015/smr08\\_203\\_2015](https://www.statcan.gc.ca/eng/dai/smr08/2015/smr08_203_2015)

<sup>11</sup> Total percentage of employees in Canada who self-identify as having a long-term or recurring physical, mental, sensory, psychiatric or learning impairment.

<sup>12</sup> Proportion of employees in Canada who self-identified as persons with disabilities and who also (a) consider themselves to be disadvantaged in employment by reason of that impairment, or (b) believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment; and includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace (see the *Employment Equity Act*).

<sup>13</sup> Metrics represent Employment Equity data as at October 31 for each year presented, for our business in Canada governed by the *Employment Equity Act*. Reference to “all management positions” includes individuals within the Senior Management, Management & Experienced Professionals and Junior Management categories.

<sup>14</sup> Our multi-year goal is 50% women executives.

## Appendix 1 – Statement of Performance

## Regional workforce representation

	2021	2020	2019
<b>United States<sup>1</sup></b>			
Total Employees	14,239	13,961	13,754
Women	42%	42%	42%
Men	58%	58%	58%
BIPOC	36%	35%	35%
Asian	17%	17%	16%
Black	5%	5%	5%
Hispanic/Latinx	11%	11%	11%
Mixed	2%	2%	2%
Other	1%	1%	1%
LGBTQ+	1%	1%	1%
PwD <sup>2</sup>	2%	2%	1%
<b>Executives<sup>3</sup></b>			
Women	30%	22%	25%
BIPOC	20%	22%	19%
<b>Senior Management<sup>4</sup></b>			
Women	39%	39%	40%
BIPOC	37%	36%	36%
<b>Management &amp; Experienced Professionals<sup>5</sup></b>			
Women	34%	33%	33%
BIPOC	31%	31%	31%
<b>Administrative &amp; Operational Employees<sup>6</sup></b>			
Women	60%	62%	63%
BIPOC	44%	43%	43%

<sup>1</sup> Includes RBC US operations and City National Bank.<sup>2</sup> As determined by self-identification on Form CC-305 and defined by Section 503 of the Rehabilitation Act of 1973, as amended.<sup>3</sup> Includes individuals classified under the Equal Employment Opportunities Commission EEO-1 Job Title Executive/Senior-Level Officials and Managers.<sup>4</sup> Includes individuals classified under the Equal Employment Opportunities Commission EEO-1 Job Title First/Mid-Level Officials and Managers.<sup>5</sup> Includes individuals classified under the Equal Employment Opportunities Commission EEO-1 Job Title Professionals.<sup>6</sup> Includes individuals classified under the Equal Employment Opportunities Commission EEO-1 Job Title Administrative Support Workers, Operatives, Sales Workers, Service Workers and Technicians.

## Appendix 1 – Statement of Performance

## Regional workforce representation

	2021	2020	2019 <sup>2</sup>
<b>UK and the Channel Islands<sup>1</sup></b>			
Total Employees	2,694	2,886	2,915
Women	42%	42%	42%
Men	58%	58%	58%
BIPOC	28%	15%	N/A
Asian <sup>3</sup>	12%	N/A <sup>2</sup>	N/A <sup>2</sup>
Black <sup>4</sup>	3%	N/A <sup>2</sup>	N/A <sup>2</sup>
Mixed <sup>5</sup>	3%	N/A <sup>2</sup>	N/A <sup>2</sup>
Other <sup>6</sup>	2%	N/A <sup>2</sup>	N/A <sup>2</sup>
LGBTQ+	4.5%	2.2%	N/A
PwD <sup>7</sup>	11%	N/A	N/A
<b>Executives</b>			
Women	37%	28%	N/A
BIPOC	7%	6%	N/A
<b>Senior Management</b>			
Women	22%	21%	N/A
BIPOC	19%	14%	N/A
<b>Management &amp; Experienced Professionals</b>			
Women	43%	47%	N/A
BIPOC	22%	19%	N/A
<b>Administrative &amp; Operational Employees</b>			
Women	67%	65%	N/A
BIPOC	14%	7%	N/A
<b>Europe<sup>8</sup></b>			
Total Employees	1,503	1,537	1,649
Women	43%	44%	45%
Men	57%	56%	55%
Women in Senior Management	22%	21%	22%
Women in Management & Experienced Professionals	41%	42%	42%
Women in Administrative & Operational Roles	61%	61%	59%



## Appendix 1 – Statement of Performance

## Regional workforce representation

	2021	2020	2019 <sup>2</sup>
<b>Other International<sup>9</sup></b>			
Total Employees	5,006	5,305	5,448
Women	64%	64%	64%
Men	36%	36%	36%
Women Executives	25%	29%	25%
Women in Senior Management	32%	32%	35%
Women in Management & Experienced Professionals	60%	60%	60%
Women in Administrative & Operational Roles	70%	70%	70%

<sup>1</sup> Includes RBC operations in the United Kingdom and Channel Islands. Does not include Blue Bay Asset Management.

<sup>2</sup> In fiscal 2020, we improved our Workforce Census in the British Isles to enhance the self-identification experience for our employees. As a result, comparative trend information for 2019 is not available. Comparative information for specific race/ethnicities for 2020 is also not available due to enhancements to our Workforce Census.

<sup>3</sup> Asian includes those individuals who have self-declared as Asian or Asian British – Indian, Asian or Asian British – Chinese, or Asian or Asian British – Any other Asian background.

<sup>4</sup> Black includes those individuals who have self-declared as Black or Black British – African, Black or Black British – Caribbean, or Black or Black British – Any other Black background.

<sup>5</sup> Mixed includes those individuals who have self-declared as Mixed – White & Asian, Mixed – White & Black African, Mixed – White & Black Caribbean, or Mixed – Any other Mixed background.

<sup>6</sup> Other includes those individuals who have self-declared as Arab or Other ethnic group.

<sup>7</sup> In fiscal 2021, we added a question on disability to our Workforce Census in the British Isles. Comparative information for 2020 and 2019 is not available. Values presented are based on self-declaration and are presented as a percentage of those who responded to this question.

<sup>8</sup> Includes RBC operations in Europe, primarily under RBC Europe Limited. Due to regional regulations, data collection is limited to gender.

<sup>9</sup> Includes RBC operations in the Caribbean and APAC. Due to regional regulations, data collection is limited to gender.

## Appendix 1 – Statement of Performance

Advancing diversity<sup>1</sup>

	2021	2020	2019
<b>Workforce by Age Bin<sup>2</sup></b>			
<30 years old	18%	18%	18%
30-49 years old	54%	54%	54%
≥50 years old	28%	28%	28%
<b>Role-Based Representation</b>			
Women in Technology <sup>3</sup>	37%	36%	37%
Women in revenue-producing roles <sup>4</sup>	46%	47%	47%
Women in management in revenue-producing roles <sup>4</sup>	42%	42%	41%
BIPOC in Technology <sup>3</sup>	49%	50% <sup>5</sup>	49% <sup>5</sup>
BIPOC in revenue-producing roles <sup>4</sup>	30%	29% <sup>5</sup>	29% <sup>5</sup>
BIPOC in management in revenue-producing roles <sup>4</sup>	27%	26%	26%
<b>New Executive Appointments<sup>6</sup></b>			
Women	41%	36%	40%
BIPOC	43%	23%	27%
<b>Hiring<sup>7</sup></b>			
Men	49%	49%	51%
Women	51%	51%	49%
BIPOC	37%	35%	41%
<b>Promotions<sup>7,8</sup></b>			
Men	46%	48%	36%
Women	54%	52%	64%
BIPOC	43%	40%	36%
<b>Retention Rate<sup>7,9</sup></b>			
Men	87%	90%	86%
Women	88%	90%	88%
BIPOC	88%	91%	88%
<b>Departures<sup>7,10</sup></b>			
Men	48%	47%	48%
Women	52%	53%	52%
BIPOC	40%	34%	35%

## Appendix 1 – Statement of Performance

<sup>1</sup> All gender-based metrics are for our global operations except where indicated. All BIPOC KPIs are for Canada and the US only. All metrics exclude summer interns, students and co-ops and are based on employee self-identification.

<sup>2</sup> Metrics represent all RBC employees excluding hourly, inactive leave of absence, income protection, City National Bank and BlueBay Asset Management employees.

<sup>3</sup> We include our employees of our Technology & Operations platform as well as our Quantitative & Technology Services team that sits within Capital Markets. Overall, we have approximately 10,000 individuals who support those groups across different teams, such as Enterprise Operations & Payments, Innovation & Technology, Tech Infrastructure, Retail Applications, Global Cyber Security, Enterprise & International Apps, Chief Data Office, CM Technology, and Digital Technology. This does not include our call centre or contact centre employees or our digital teams that sit within Personal & Commercial Banking, such as Digital Marketing & Sales, Digital Rewards, Digital Channels, Digital Planning & Integration, or Digital Delivery.

<sup>4</sup> Revenue-producing roles are identifiable in our job hierarchy as "Job Family = Sales." In fiscal 2021, approximately 30,000 employees were considered to be in revenue-producing roles, which include approximately 230 job titles and approximately 25 job roles, including but not limited to, Relationship Managers, Branch/Centre Managers, Financial Services Representatives, Investment & Retirement Planners (IRPs), Sales Managers, Mortgage Specialists, Licensed Insurance Advisors, Personal Financial Services Representatives (PFSRs), General Managers, Sales Representatives (Wholesale), Insurance Agents, Investment Representatives, Business Advisors, Business Heads, Traders, Specialized Sales Managers and Sales Traders.

<sup>5</sup> 2020 and 2019 were restated as a result of self-identification campaigns that were retroactively applied and refinement of our criteria for measurement.

<sup>6</sup> Represents data from our businesses in Canada governed by the *Employment Equity Act*. Our fiscal 2021 executive representation goals were 50% for women and 30% for BIPOC.

<sup>7</sup> Excludes summer interns, students and co-ops. Values for women and men represent data from our global operations. Values for BIPOC represent data from our businesses in Canada and the United States.

<sup>8</sup> Defined as upward change in position level or HR class.

<sup>9</sup> The percentage of employees who remained with RBC in each fiscal year. Represents salaried employees who are at work including those on maternity/parental leave.

<sup>10</sup> Represents the percentage of men, women and BIPOC employees that departed during each fiscal year, out of the total departures that occurred.

## Appendix 1 – Statement of Performance

### Strengthening inclusion

	2021	2020	2019
Number of employees who completed the Unconscious Bias training <sup>1</sup>	N/A <sup>1</sup>	>48,000 cumulative since inception in 2014	
Percentage of employees who have completed the Anti-Racism training <sup>2</sup>	94%	N/A – Training introduced in fiscal 2021	
Percentage of employees who feel they are treated with respect	90%	N/A <sup>3</sup>	N/A <sup>3</sup>
Percentage of employees who feel they are trusted to do the right thing	94%	N/A <sup>3</sup>	N/A <sup>3</sup>
Inclusive Experiences Composite Score <sup>4</sup>	82	N/A	N/A
<b>Employee Engagement<sup>4</sup></b>			
Men	87%	N/A <sup>5</sup>	86% <sup>5</sup>
Women	89%	N/A <sup>5</sup>	86% <sup>5</sup>
BIPOC	89%	N/A <sup>5</sup>	86% <sup>5</sup>
PwD	85%	N/A <sup>5</sup>	82% <sup>5</sup>
Indigenous	88%	N/A <sup>5</sup>	87% <sup>5</sup>
LGBTQ+	85%	N/A <sup>5</sup>	83% <sup>5</sup>
<b>Equitable Pay Practices<sup>6</sup></b>			
Percentage of women in top pay quartile	N/A <sup>7</sup>	40%	39%
Percentage of BIPOC in top pay quartile	N/A <sup>7</sup>	40%	38%
<b>Median Remuneration of Women:Men (Adjusted)<sup>6,8</sup></b>			
Executives (VP/SVP)	N/A <sup>7</sup>	94%	93%
Senior Management	N/A <sup>7</sup>	97%	98%
Management & Experienced Professionals	N/A <sup>7</sup>	97%	98%
Administrative & Operational Employees	N/A <sup>7</sup>	101%	99%
<b>Median Remuneration of BIPOC:White<sup>9</sup> (Adjusted)<sup>6,10</sup></b>			
Executives (VP/SVP)	N/A <sup>7</sup>	96%	94%
Senior Management	N/A <sup>7</sup>	101%	101%
Management & Experienced Professionals	N/A <sup>7</sup>	99%	99%
Administrative & Operational Employees	N/A <sup>7</sup>	100%	99%



## Appendix 1 – Statement of Performance

<sup>1</sup> In fiscal 2021, the Unconscious Bias curriculum was embedded in a number inclusive leadership trainings and the standalone program was paused to support its refinement.

<sup>2</sup> Reflects completion rate between May 2021 (training launch date) and October 31, 2021.

<sup>3</sup> RBC launched a new Employee Engagement Survey in fiscal 2021, so scores from prior years are not directly comparable.

<sup>4</sup> Introduced in fiscal 2021 the Inclusive Experiences Composite Score is our measure for understanding the experiences of our employees across three core pillars of inclusion: Psychological Safety, Respect/Trust and Sense of Belonging. It is based on extensive research of the drivers of inclusion and is a composite of eight questions within our annual Employee Engagement Survey. In 2021, the EES response rate was 76%. Percentage reflects the number of respondents who answered “Strongly Agree” or “Agree” to the indicated eight questions.

<sup>5</sup> Engagement is a measure of employee alignment, commitment and enablement as evidenced by employees’ responses to select questions in the Employee Opinion Survey (EOS), administered by Willis Towers Watson in fiscal year 2019. The 2020 EOS was deferred and replaced by a series of well-being surveys due to the rapid onset of the COVID-19 pandemic in March 2020. Per footnote 3, a new Employee Engagement Survey administered by Medallia was launched in fiscal year 2021, and thus scores from prior years are not directly comparable.

<sup>6</sup> Represents data for our business in Canada governed by the *Employment Equity Act*. To perform our analysis, we needed to exclude select populations to drive accuracy, including part-time employees, contingent workers, contract workers, individuals on long-term leaves of absence, individuals on unique multi-variant incentive plans that span multiple years and individuals going through phased-in retirement.

<sup>7</sup> Due to timing of deferred bonuses and equity awards, data for fiscal 2021 are not available at this time.

<sup>8</sup> The median remuneration (adjusted) of women compared to men’s remuneration adjusted for observable occupational characteristics, including platform, position level, age, geography, RBC tenure and/or people manager tenure. This includes the following forms of compensation: salary, bonus and equity (share value at grant date). It does not include commissions or commission-only employees. Excludes approximately 1,600 employees in the federally regulated RBC Capital Markets and RBC Investor & Treasury Services entities due to the use of incomparable position groups. Information presented is for fiscal 2020 and 2019, our last completed payroll years that captured bonuses paid and equity granted after fiscal year-end.

<sup>9</sup> As determined through answers to our Workforce Census, which may use unique demographic questions and fields aligned with localized regulatory requirements.



<sup>10</sup> The median remuneration (adjusted) of individuals who self-identify as Black, Indigenous or Persons of Colour (BIPOC) compared to those who self-identify as White, adjusted for observable occupational characteristics, including platform, position level, age, geography, RBC tenure and/or people manager tenure. This includes the following forms of compensation: salary, bonus and equity (share value at grant date). It does not include commissions or commission-only employees. Excludes approximately 1,600 employees in the federally regulated RBC Capital Markets and RBC Investor & Treasury Services entities due to the use of incomparable position groups. Information presented is for fiscal years 2020 and 2019, our last completed payroll years that captured bonuses paid and equity granted after fiscal year-end.

## Appendix 2 – Governance

The Human Resources Committee of the Board assists the Board in overseeing key talent management and human resources strategies and practices including employee engagement, diversity and inclusion, and health and wellness. The Governance Committee is responsible for assisting the Board in developing governance frameworks, principles and policies, overseeing Board renewal, nominating individuals for election or re-election as directors, overseeing and coordinating ESG matters for the Board and its committees, including as they relate to D&I disclosures in ESG documents, and reviewing the RBC's corporate citizenship strategy.

Group	D&I Objective(s)
<b>RBC Diversity Leadership Council (DLC)</b>	Enterprise DLC is chaired by the CEO. Provides counsel and guidance on strategic priorities and D&I commitments, bringing business implications, benefits and external and internal knowledge to the forefront of strategic design.
<b>Global Diversity &amp; Inclusion Centre of Excellence</b>	Sets the D&I strategy and vision for RBC. Ensures RBC is making measurable progress in achieving its D&I goals and commitments, steering the bank on all matters related to D&I and driving the network of D&I leaders, ambassadors and supporters.
<b>Business Units, Functions &amp; DLCs</b>	Drive accountability for D&I commitments and advance D&I within their lines of business or functions. Determine their key goals and ensure specific initiatives are implemented to support employees, clients and the communities where we operate.
<b>Employee Resource Groups (ERGs)</b>	Members of each group share a common identity, characteristics and set of interests that are usually associated with the primary dimensions of diversity. ERGs create a sense of belonging and provide a forum for our employees to develop both personally and professionally by providing access to networking and professional development opportunities, support for recruitment and retention efforts, mentoring, and engagement with the community.
<b>Leadership</b>	Strengthens the diversity of our leadership teams and pipeline through innovative programs that redefine inclusive leadership.
<b>Learning &amp; Performance</b>	Grows the skills, capabilities and performance of our talent and reduces biases of our employees and people managers.
<b>Talent Partners</b>	Ensure D&I strategies are owned, managed and implemented by platform and functional leaders.
<b>Talent Acquisition</b>	Drives our inclusive recruitment efforts and profiles diverse talent to hiring managers.
<b>Talent Data &amp; Analytics</b>	Supports analytics and insights on equitable opportunities for our employees.
<b>Talent Solutions</b>	Helps design solutions to talent challenges to drive greater equity, retention and performance.
<b>Future of Work &amp; Culture</b>	Drives employee listening and understanding of sentiment and culture.
<b>Compensation &amp; Benefits</b>	Designs and deploys equitable compensation and benefits practices and policies.
<b>Employee Relations</b>	Develops employee rights, policies and procedures and oversees the implementation of and adherence to our Code of Conduct and other policies and reporting mechanisms.
<b>Corporate Citizenship</b>	Through strategic partnerships, donations, sponsorship initiatives and employee volunteerism, RBC continues to support organizations, academic institutions and non-profit groups working to address diversity issues of importance to us and our stakeholders.
<b>Procurement</b>	Aligned with RBC's D&I commitments, our supplier diversity strategy aims to level the playing field for diverse-owned businesses.
<b>Corporate Real Estate</b>	Designs and delivers accessible workplaces.
<b>Technology &amp; Operations</b>	Develops accessible digital tools for our clients, colleagues and communities.

## Appendix 3 – Alignment with the SDGs

SDG Goals	SDG Target	Reference
 <p>End poverty in all its forms everywhere</p>	1.4 Ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to financial services	Enabling economic inclusion Page 28
 <p>Achieve gender equality and empower all women and girls</p>	5.1 End all forms of discrimination against all women and girls everywhere 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	Advancing diversity Page 10
 <p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services 8.5 Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value 8.6 Substantially reduce the proportion of youth not in employment, education or training 8.7 Take measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour 8.8 Protect labour rights and promote safe and secure working environments for all workers 8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all	Enabling economic inclusion Page 28  Strengthening inclusion Page 19
 <p>Reduce inequality within and among countries</p>	10.2 Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status 10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard	Enabling economic inclusion Page 28  Strengthening inclusion Page 19

# Appendix 4 – The power of our ERG network

## DLCs and ERGs across the organization

We believe ERGs create a sense of belonging and empower our employees, allowing individuals to bring their best self to work. It is a platform for our employees to connect with colleagues across the organization and the globe as shown here.

### RBC Diversity Leadership Council (DLC)

Dave McKay, President & CEO and RBC DLC Chair

#### Business/Function DLCs

Internal Audit DLC	Personal & Commercial Banking DLC	Wealth Management DLC	CFO Group DLC	Capital Markets DLC	Technology & Operations DLC	Human Resources DLC	Insurance DLC	Global Risk Management DLC	Caribbean Banking DLC	Investor & Treasury Services DLC Continental Europe & Malaysia	CAO DLC
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#### ERGs

##### Canada

RBC Stronger Together	AWL Advancing Women in Leadership	CB Women's Forum	RWomen	WAB Women's Advisory Board	Women in T&O	MOSAIC Minority & Newcomer to Canada Employees	REACH Employees with Disabilities	PRIDE Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ+) Employees	Royal Eagles Indigenous Employees	NextGen Young Professionals Group	RFuture (CM only)
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##### US

RWomen US	WAFA Women's Assn. of Financial Advisors	WE US Women Empowered	WITO US Women in Technology & Operations	MEA US Wealth Management Multicultural Employee Alliance	MEA US Capital Markets Multicultural Employee Alliance	RHEART	PRIDE US Wealth Management Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ+) Employees	RFuture	RVETS	VETS US Wealth Management Veterans
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##### UK

RWomen	MEA Multicultural Employee Alliance	PRIDE Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ+) Employees	iCare Working Families, Carers and Employee Well-Being	RWomen	PRIDE Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ+) Employees	RFuture	iCare Working Families, Carers and Employee Well-Being	REdinburgh Various initiatives within RBC Edinburgh
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#### Channel Islands & Edinburgh

##### International

RWomen Australia	RWomen Hong Kong	RWomen Luxembourg	RWomen Singapore	MEA Multicultural Employee Alliance Australia	MEA Multicultural Employee Alliance Hong Kong	LGBTQ2+ Lesbian, Gay, Bisexual, Transgender and Queer Australia	PRIDE Hong Kong	RFuture Hong Kong	RFuture Singapore
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##### International (Cont'd)

PwD Australia	PwD Hong Kong	PwD Singapore	RFuture Malaysia
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##### Caribbean

Caribbean Women	Caribbean Allies	Caribbean NextGen Young Professionals Group	iCare Working Families Networking Group	MoMENTum
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- Women ERG
- Minorities/People of Colour ERG
- Persons with Disabilities ERG
- LGBTQ+ ERG
- Indigenous Peoples ERG
- Gen Y & Z ERG
- Working Families ERG
- Veterans ERG

## Appendix 5 – DLC composition

The Global DLC, established and chaired by the president and CEO since 2001, sets our vision for diversity. It comprises senior executives from across businesses and functions, and representatives from our ERGs. It includes 59% men, 41% women and 35% BIPOC. The Global DLC helps RBC work towards measurable progress in achieving its diversity goals. In addition, most business units have their own DLCs to help align strategies and advance D&I regionally. The Global DLC regularly invites employee representatives from our ERGs to attend their meetings to discuss opportunities for improving inclusion.

### RBC Diversity Leadership Council members



**Chair –  
Dave McKay**  
President & CEO



**Helena Gottschling**  
Chief Human Resources  
Officer



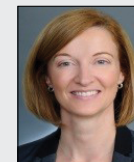
**Gopal Bansal**  
Vice President,  
Diversity & Inclusion



**Amy Cairncross**  
Senior Vice President,  
Communications



**Katherine Dudtschak**  
Executive Vice President,  
Regional Banking, Personal &  
Commercial Banking



**Katherine Gibson**  
Senior Vice President,  
Finance & Controller



**Ahmed Kachenoura**  
Head Global Equities,  
Capital Markets



**Colleen Myers**  
Senior Vice President  
and Associate General  
Counsel



**Gopala Narayanan**  
Senior Vice President,  
Enterprise Risk  
Management



**William Onuwa**  
Chief Audit Executive



**Nadine Orr**  
Vice President,  
Pension and Longevity  
Solutions



**Kelly Pereira**  
Senior Vice President,  
Talent Strategy & Solutions



**Jikin Shah**  
Senior Vice President,  
Tech Infrastructure



**John Stackhouse**  
Senior Vice President,  
Office of the CEO



**David Thomas**  
CEO,  
RBC Europe Ltd.



**Niranjan Vivekanandan**  
Senior Vice President, Loyalty, Rewards  
and Merchant Solutions



**Damon Williams**  
CEO,  
RBC Global Asset  
Management



## Appendix 6 – UK gender pay reporting

The gender pay gap is the difference between the average pay for men and the average pay for women as a proportion of the average men's pay. Gender pay reporting refers to the legal requirement for all UK employers with 250 or more employees to publish select data. Below we illustrate the mean and median gender pay gaps and the bonus gender pay gap of all consolidated UK legal entities, unadjusted for occupational and regional differences.<sup>1</sup> Our legal entities in the UK, subject to the legal requirement, are RBC Investor Services Trust (RBC IS), RBC London Branch (RBC LB) and RBC Europe Ltd. (RBC Europe). For information specific to our legal entities, see <https://www.rbc.com/diversity-inclusion/reports.html>.

### What do the results show?

Since 2017, the mean gender pay gap for RBC has decreased by 5% and the percentage of women in our top pay quartile has increased by 4% across the UK.

The pay gaps of 37% (mean) and 34% (median) and bonus pay gap of 59% (mean and median) are a direct symptom of having more men than women in senior level roles. 93% of women and 94% of men received a bonus in 2021.

Unlike gender equity in pay, as disclosed for our employees governed by the *Employment Equity Act* in Canada on pages 16 and 49, the UK Gender Pay Gap calculation measures the difference in hourly pay and bonuses for all men and all women in an organization regardless of their role and seniority.

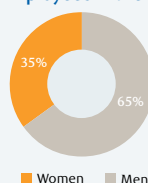
As a signatory to the UK's Women in Finance Charter (WIFC), a pledge for gender balance across financial services established by Her Majesty's Treasury, RBC has committed to increasing the representation of women at senior levels (defined by RBC as director-level or higher) in the UK. RBC has made steady progress towards this goal and publishes its results annually on the company website.

Overall, women representation in senior management roles has increased from 19% in 2017 to 22% in 2021. We have committed to increasing it by 1% each year to reach 25% by 2025. Our goal is to accelerate our progress towards full inclusion to attract, retain and enable the best talent and to increase leadership diversity.

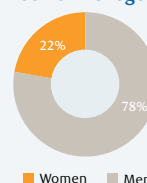
For more information on the actions we're taking in the UK to drive equitable employment opportunities, see pages 15, 26, 39, 40, 45 and 53.

### Representation

#### Employees in the UK

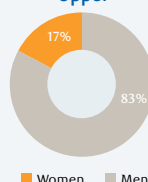


#### UK Senior Management

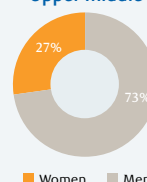


### Pay quartile analysis<sup>2</sup>

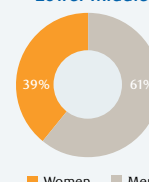
#### Upper



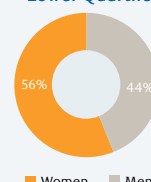
#### Upper Middle



#### Lower Middle



#### Lower Quartile



### Changes in gender pay across consolidated entities: 2017–2021

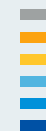
	Consolidated Entities											
	Mean						Median					
	2017	2018	2019	2020	2021	5 Year Diff	2017	2018	2019	2020	2021	5 Year Diff
Gender Pay Gap	42%	40%	41%	38%	37%	(5%)	39%	40%	39%	37%	34%	(5%)
Bonus Gender Pay Gap	64%	67%	63%	60%	59%	(5%)	69%	69%	67%	61%	59%	(10%)

### Support for ethnic talent

In April 2021 RBC signed the Race at Work Charter. This is one of the latest steps on our journey to support ethnically diverse talent at RBC in the UK.

<sup>1</sup> We did not adjust for known variables that impact pay (e.g. market factors like city/region, platform/business segment, roles/responsibilities, position level, etc.).

<sup>2</sup> This depicts the gender mix of employees within each pay quartile.



Speak Up  
for Inclusion™

Appendix D:

Financing Numbers



Capital  
Markets

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Village of Wellington, Florida  
Revenue Bonds, Series 2023

Report	Page
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Bond Pricing . . . . .	3
Bond Debt Service . . . . .	4
Underwriter's Discount . . . . .	6

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## SOURCES AND USES OF FUNDS

### Village of Wellington, Florida Revenue Bonds, Series 2023

Dated Date	04/05/2023
Delivery Date	04/05/2023

#### Sources:

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Bond Proceeds:	
Par Amount	31,260,000.00
	<hr/>
	31,260,000.00

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#### Uses:

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Project Fund Deposits:	
Project Fund	31,000,000.00
Delivery Date Expenses:	
Cost of Issuance	150,000.00
Underwriter's Discount	<hr/> 106,109.87
	256,109.87
Other Uses of Funds:	
Contingency	3,890.13
	<hr/>
	31,260,000.00

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## BOND SUMMARY STATISTICS

### Village of Wellington, Florida Revenue Bonds, Series 2023

Dated Date	04/05/2023
Delivery Date	04/05/2023
First Coupon	10/01/2023
Last Maturity	10/01/2053
Arbitrage Yield	4.906210%
True Interest Cost (TIC)	4.935145%
Net Interest Cost (NIC)	4.953880%
All-In TIC	4.976306%
Average Coupon	4.936342%
Average Life (years)	19.354
Weighted Average Maturity (years)	19.354
Duration of Issue (years)	12.030
Par Amount	31,260,000.00
Bond Proceeds	31,260,000.00
Total Interest	29,865,741.07
Net Interest	29,971,850.94
Total Debt Service	61,125,741.07
Maximum Annual Debt Service	2,015,608.00
Average Annual Debt Service	2,004,853.02
Underwriter's Fees (per \$1000)	
Average Takedown	2.703575
Other Fee	0.690855
Total Underwriter's Discount	3.394430
Bid Price	99.660557

Bond Component	Par Value	Price	Average Coupon	Average Life	PV of 1 bp change
Bond Component	10,410,000.00	100.000	4.491%	9.264	7,495.25
Term Bond due 2043	5,345,000.00	100.000	4.900%	18.585	6,841.60
Term Bond due 2053	15,505,000.00	100.000	5.050%	26.394	24,032.75
	31,260,000.00			19.354	38,369.60

	TIC	All-In TIC	Arbitrage Yield
Par Value	31,260,000.00	31,260,000.00	31,260,000.00
+ Accrued Interest			
+ Premium (Discount)			
- Underwriter's Discount	-106,109.87	-106,109.87	
- Cost of Issuance Expense		-150,000.00	
- Other Amounts			
Target Value	31,153,890.13	31,003,890.13	31,260,000.00
Target Date	04/05/2023	04/05/2023	04/05/2023
Yield	4.935145%	4.976306%	4.906210%

Assumes credit ratings of NR/AA+/NR  
Rates as of COB on September 8, 2022; subject to change

## BOND PRICING

### Village of Wellington, Florida Revenue Bonds, Series 2023

Bond Component	Maturity Date	Amount	Rate	Yield	Price	Takedown
Bond Component:						
	10/01/2024	515,000	3.680%	3.680%	100.000	2.000
	10/01/2025	535,000	3.730%	3.730%	100.000	2.000
	10/01/2026	555,000	3.890%	3.890%	100.000	2.000
	10/01/2027	580,000	3.990%	3.990%	100.000	2.000
	10/01/2028	600,000	4.040%	4.040%	100.000	2.000
	10/01/2029	625,000	4.120%	4.120%	100.000	2.000
	10/01/2030	650,000	4.220%	4.220%	100.000	2.000
	10/01/2031	680,000	4.290%	4.290%	100.000	2.000
	10/01/2032	710,000	4.340%	4.340%	100.000	2.000
	10/01/2033	740,000	4.390%	4.390%	100.000	2.500
	10/01/2034	770,000	4.490%	4.490%	100.000	2.500
	10/01/2035	805,000	4.590%	4.590%	100.000	2.500
	10/01/2036	840,000	4.690%	4.690%	100.000	2.500
	10/01/2037	880,000	4.740%	4.740%	100.000	2.500
	10/01/2038	925,000	4.840%	4.840%	100.000	2.500
		<u>10,410,000</u>				
Term Bond due 2043:						
	10/01/2039	970,000	4.900%	4.900%	100.000	2.750
	10/01/2040	1,015,000	4.900%	4.900%	100.000	2.750
	10/01/2041	1,065,000	4.900%	4.900%	100.000	2.750
	10/01/2042	1,120,000	4.900%	4.900%	100.000	2.750
	10/01/2043	1,175,000	4.900%	4.900%	100.000	2.750
		<u>5,345,000</u>				
Term Bond due 2053:						
	10/01/2044	1,230,000	5.050%	5.050%	100.000	3.000
	10/01/2045	1,290,000	5.050%	5.050%	100.000	3.000
	10/01/2046	1,355,000	5.050%	5.050%	100.000	3.000
	10/01/2047	1,425,000	5.050%	5.050%	100.000	3.000
	10/01/2048	1,500,000	5.050%	5.050%	100.000	3.000
	10/01/2049	1,575,000	5.050%	5.050%	100.000	3.000
	10/01/2050	1,655,000	5.050%	5.050%	100.000	3.000
	10/01/2051	1,735,000	5.050%	5.050%	100.000	3.000
	10/01/2052	1,825,000	5.050%	5.050%	100.000	3.000
	10/01/2053	1,915,000	5.050%	5.050%	100.000	3.000
		<u>15,505,000</u>				
		<u>31,260,000</u>				

Dated Date	04/05/2023	
Delivery Date	04/05/2023	
First Coupon	10/01/2023	
Par Amount	31,260,000.00	
Original Issue Discount		
Production	31,260,000.00	100.000000%
Underwriter's Discount	-106,109.87	-0.339443%
Purchase Price	31,153,890.13	99.660557%
Accrued Interest		
Net Proceeds	31,153,890.13	

Assumes credit ratings of NR/AA+/NR  
Rates as of COB on September 8, 2022; subject to change

# BOND DEBT SERVICE

Village of Wellington, Florida  
Revenue Bonds, Series 2023

Dated Date 04/05/2023  
Delivery Date 04/05/2023

Period Ending	Principal	Coupon	Interest	Debt Service
10/01/2023			731,299.07	731,299.07
10/01/2024	515,000	3.680%	1,495,839.00	2,010,839.00
10/01/2025	535,000	3.730%	1,476,887.00	2,011,887.00
10/01/2026	555,000	3.890%	1,456,931.50	2,011,931.50
10/01/2027	580,000	3.990%	1,435,342.00	2,015,342.00
10/01/2028	600,000	4.040%	1,412,200.00	2,012,200.00
10/01/2029	625,000	4.120%	1,387,960.00	2,012,960.00
10/01/2030	650,000	4.220%	1,362,210.00	2,012,210.00
10/01/2031	680,000	4.290%	1,334,780.00	2,014,780.00
10/01/2032	710,000	4.340%	1,305,608.00	2,015,608.00
10/01/2033	740,000	4.390%	1,274,794.00	2,014,794.00
10/01/2034	770,000	4.490%	1,242,308.00	2,012,308.00
10/01/2035	805,000	4.590%	1,207,735.00	2,012,735.00
10/01/2036	840,000	4.690%	1,170,785.50	2,010,785.50
10/01/2037	880,000	4.740%	1,131,389.50	2,011,389.50
10/01/2038	925,000	4.840%	1,089,677.50	2,014,677.50
10/01/2039	970,000	4.900%	1,044,907.50	2,014,907.50
10/01/2040	1,015,000	4.900%	997,377.50	2,012,377.50
10/01/2041	1,065,000	4.900%	947,642.50	2,012,642.50
10/01/2042	1,120,000	4.900%	895,457.50	2,015,457.50
10/01/2043	1,175,000	4.900%	840,577.50	2,015,577.50
10/01/2044	1,230,000	5.050%	783,002.50	2,013,002.50
10/01/2045	1,290,000	5.050%	720,887.50	2,010,887.50
10/01/2046	1,355,000	5.050%	655,742.50	2,010,742.50
10/01/2047	1,425,000	5.050%	587,315.00	2,012,315.00
10/01/2048	1,500,000	5.050%	515,352.50	2,015,352.50
10/01/2049	1,575,000	5.050%	439,602.50	2,014,602.50
10/01/2050	1,655,000	5.050%	360,065.00	2,015,065.00
10/01/2051	1,735,000	5.050%	276,487.50	2,011,487.50
10/01/2052	1,825,000	5.050%	188,870.00	2,013,870.00
10/01/2053	1,915,000	5.050%	96,707.50	2,011,707.50
	31,260,000		29,865,741.07	61,125,741.07

Assumes credit ratings of NR/AA+/NR  
Rates as of COB on September 8, 2022; subject to change

## BOND DEBT SERVICE

### Village of Wellington, Florida Revenue Bonds, Series 2023

Dated Date                      04/05/2023  
Delivery Date                04/05/2023

Period Ending	Principal	Coupon	Interest	Debt Service	Annual Debt Service
10/01/2023			731,299.07	731,299.07	731,299.07
04/01/2024			747,919.50	747,919.50	
10/01/2024	515,000	3.680%	747,919.50	1,262,919.50	2,010,839.00
04/01/2025			738,443.50	738,443.50	
10/01/2025	535,000	3.730%	738,443.50	1,273,443.50	2,011,887.00
04/01/2026			728,465.75	728,465.75	
10/01/2026	555,000	3.890%	728,465.75	1,283,465.75	2,011,931.50
04/01/2027			717,671.00	717,671.00	
10/01/2027	580,000	3.990%	717,671.00	1,297,671.00	2,015,342.00
04/01/2028			706,100.00	706,100.00	
10/01/2028	600,000	4.040%	706,100.00	1,306,100.00	2,012,200.00
04/01/2029			693,980.00	693,980.00	
10/01/2029	625,000	4.120%	693,980.00	1,318,980.00	2,012,960.00
04/01/2030			681,105.00	681,105.00	
10/01/2030	650,000	4.220%	681,105.00	1,331,105.00	2,012,210.00
04/01/2031			667,390.00	667,390.00	
10/01/2031	680,000	4.290%	667,390.00	1,347,390.00	2,014,780.00
04/01/2032			652,804.00	652,804.00	
10/01/2032	710,000	4.340%	652,804.00	1,362,804.00	2,015,608.00
04/01/2033			637,397.00	637,397.00	
10/01/2033	740,000	4.390%	637,397.00	1,377,397.00	2,014,794.00
04/01/2034			621,154.00	621,154.00	
10/01/2034	770,000	4.490%	621,154.00	1,391,154.00	2,012,308.00
04/01/2035			603,867.50	603,867.50	
10/01/2035	805,000	4.590%	603,867.50	1,408,867.50	2,012,735.00
04/01/2036			585,392.75	585,392.75	
10/01/2036	840,000	4.690%	585,392.75	1,425,392.75	2,010,785.50
04/01/2037			565,694.75	565,694.75	
10/01/2037	880,000	4.740%	565,694.75	1,445,694.75	2,011,389.50
04/01/2038			544,838.75	544,838.75	
10/01/2038	925,000	4.840%	544,838.75	1,469,838.75	2,014,677.50
04/01/2039			522,453.75	522,453.75	
10/01/2039	970,000	4.900%	522,453.75	1,492,453.75	2,014,907.50
04/01/2040			498,688.75	498,688.75	
10/01/2040	1,015,000	4.900%	498,688.75	1,513,688.75	2,012,377.50
04/01/2041			473,821.25	473,821.25	
10/01/2041	1,065,000	4.900%	473,821.25	1,538,821.25	2,012,642.50
04/01/2042			447,728.75	447,728.75	
10/01/2042	1,120,000	4.900%	447,728.75	1,567,728.75	2,015,457.50
04/01/2043			420,288.75	420,288.75	
10/01/2043	1,175,000	4.900%	420,288.75	1,595,288.75	2,015,577.50
04/01/2044			391,501.25	391,501.25	
10/01/2044	1,230,000	5.050%	391,501.25	1,621,501.25	2,013,002.50
04/01/2045			360,443.75	360,443.75	
10/01/2045	1,290,000	5.050%	360,443.75	1,650,443.75	2,010,887.50
04/01/2046			327,871.25	327,871.25	
10/01/2046	1,355,000	5.050%	327,871.25	1,682,871.25	2,010,742.50
04/01/2047			293,657.50	293,657.50	
10/01/2047	1,425,000	5.050%	293,657.50	1,718,657.50	2,012,315.00
04/01/2048			257,676.25	257,676.25	
10/01/2048	1,500,000	5.050%	257,676.25	1,757,676.25	2,015,352.50
04/01/2049			219,801.25	219,801.25	
10/01/2049	1,575,000	5.050%	219,801.25	1,794,801.25	2,014,602.50
04/01/2050			180,032.50	180,032.50	
10/01/2050	1,655,000	5.050%	180,032.50	1,835,032.50	2,015,065.00
04/01/2051			138,243.75	138,243.75	
10/01/2051	1,735,000	5.050%	138,243.75	1,873,243.75	2,011,487.50
04/01/2052			94,435.00	94,435.00	
10/01/2052	1,825,000	5.050%	94,435.00	1,919,435.00	2,013,870.00
04/01/2053			48,353.75	48,353.75	
10/01/2053	1,915,000	5.050%	48,353.75	1,963,353.75	2,011,707.50
	31,260,000		29,865,741.07	61,125,741.07	61,125,741.07

Assumes credit ratings of NR/AA+/NR  
Rates as of COB on September 8, 2022; subject to change

# UNDERWRITER'S DISCOUNT

Village of Wellington, Florida  
Revenue Bonds, Series 2023

Underwriter's Discount	\$/1000	Amount
Average Takedown	2.70357	84,513.75
Underwriter's Counsel	0.47985	15,000.00
DTC	0.02559	800.00
CUSIP	0.02108	659.00
Ipreo	0.10457	3,268.79
Dayloan	0.02778	868.33
Miscellaneous	0.03199	1,000.00
	3.39443	106,109.87

Assumes credit ratings of NR/AA+/NR  
Rates as of COB on September 8, 2022; subject to change