

## Access to Experts



**Norma Tombari**  
Director, Global Diversity  
RBC

As Director, Global Diversity, Ms. Tombari is involved with strategy development and change management implementation for RBC Financial Group relative to Diversity & Inclusion, Employment Equity, Work/Life, Workplace Flexibility, HR Communications and other strategic HR initiatives.

Ms. Tombari joined RBC in 1978, after graduating from Montreal's McGill University with a Bachelor of Commerce in Finance and Marketing. She held many different positions in the areas of administration, operations, human resources and credit (lending), including Assistant Manager, Independent Business and Manager, Training & Development for the Province of Quebec.

In 1989, Ms. Tombari moved to RBC's Corporate Human Resources and occupied several roles in various arenas including Management Development, Strategic Projects, Workforce Solutions, leading to her current position.

Ms. Tombari is a member of The Conference Board of Canada's "Effective Work Environment Centre", the US Families and Work Institute "Corporate Leadership Circle", the Vanier Institute of the Family (Ottawa) and Catalyst Canada. She is Chair of the Toronto Region Immigrant Employment Council's (TRIEC) "Bringing Employers Onboard" Committee, and is a member of the Advisory Board to the University of Guelph's Centre for Family, Work and Well-Being (Jarislowsky Chair).

Ms. Tombari has co-authored several pieces, including: "The Bottom line for Work/Life Leadership: Linking Diversity and Organizational Culture" with Charles Coffey, EVP, RBC, for the Ivey Business Journal, 2005; a chapter on work/life and workplace flexibility with Nora Spinks in "Advancing Women's Careers: Research and Practice", edited by Ronald Burke and Debra Nelson, 2001; and an article in "Women in Management Review", 1999. She has presented at a number of US, Canadian and government conferences and is a key media contact for diversity and work/life initiatives.

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