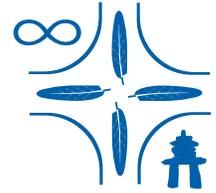


RBC Aboriginal Partnership Report
June 2011 – May 2012



RBC Aboriginal Partnership Report

A **CHOSEN** JOURNEY



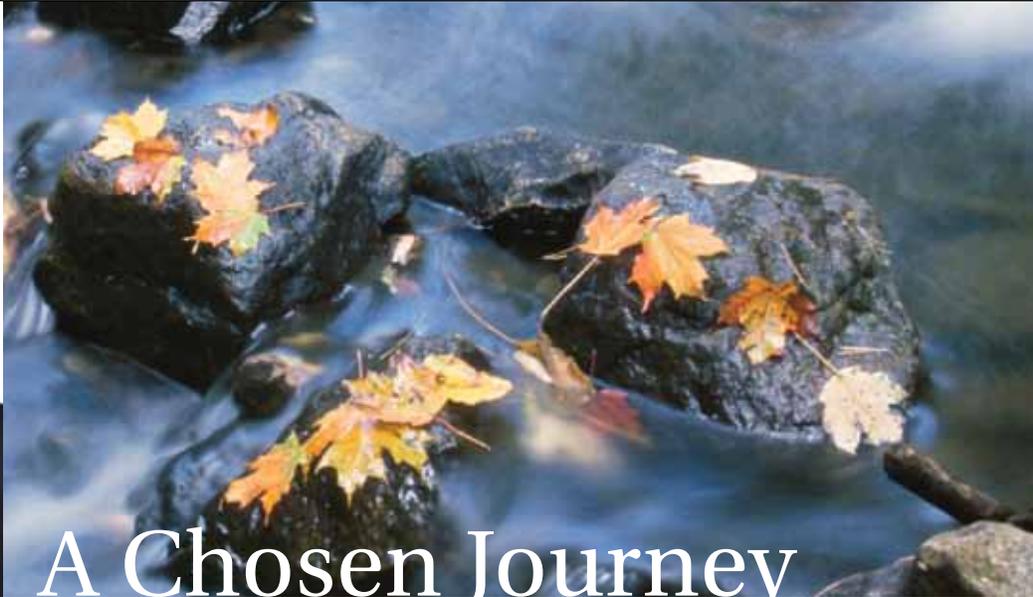


RBC Aboriginal Partnership Report **A CHOSEN** JOURNEY

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The RBC Aboriginal Partnership report is an annual publication that provides a summary of our activities and actions as RBC continues on its journey to build new relationships and pathways to prosperity for Canadian Aboriginal peoples. Data gathered in this document is for the 2010-2011 reporting period.



A Chosen Journey

Canada's first peoples are central to Canada's identity, past, present and future. It's vital that we work together to build relationships of mutual understanding, trust and respect and to explore innovative ideas so that Aboriginal ventures succeed.

RBC® is working closely with Aboriginal communities to address issues and opportunities that have importance not only to Aboriginal peoples, but to all Canadians. These include access to banking and capital, community and social development, employment, training and education, and procurement.

As RBC continues to move along a path of learning and understanding, guided by ongoing consultation with Canada's Aboriginal peoples, it is clear that the case for the advancement of Aboriginal economic interests has never been more compelling. RBC will continue to partner with Aboriginal communities to assist in their journey toward economic sustainability and prosperity. We pledge to continue on this path in a collaborative spirit and with the shared goal to make a positive difference.

This year's edition of our RBC Aboriginal Partnership Report features stories from people and communities with whom RBC has partnered, and summarizes the initiatives undertaken in our journey together.

GORDON M. NIXON, PRESIDENT AND CEO, RBC

“Sometimes we need to think outside the box in order to provide Aboriginal peoples, communities and businesses with the specialized financial services necessary to reach their goals. By providing tools, advice and expertise, we can help to create viable solutions that will stand the test of time.”

ROB JOHNSTON, REGIONAL PRESIDENT, MANITOBA, SASKATCHEWAN & NORTHWESTERN ONTARIO
RBC EXECUTIVE CHAMPION, ABORIGINAL PARTNERSHIPS – BANKING, FINANCING AND INVESTMENTS

RBC companies offer banking, financing, trust and investment services to help contribute to economic development, community well-being and a sustainable future for all.



Economy: Banking, Financing and Investments

Innovative Solutions Support Community Growth at Onion Lake Cree Nation

RBC Royal Bank® financing helps community plan for the future

On May 26, 2010, members of Onion Lake Cree Nation gathered in their community, 50 kilometres north of Lloydminster in Saskatchewan, to celebrate the announcement of an innovative multi-million dollar deal to fund several much-needed capital projects.

The funding, says Chief Wallace Fox, is required for infrastructure to support his rapidly growing community. When he became Chief at the age of 25 in 1986, the population of Onion Lake was 1,600. Today, it is 5,000, with some challenges that need to be addressed quickly.

The housing wait list has 500 names on it, and with 60% of residents relying on water to be trucked in, there is an urgent need to update the water system.

“All of these factors mean that, like many other First Nations, we need to come up with different ways to try and address the need for homes and water systems on reserve,” says Chief Fox.

Onion Lake is now ready to build and renovate housing, improve community roads, provide low-

pressure water distribution, create an educational day-care facility and therapeutic group home, and install new roofs for the school.

Eight in all, these shovel-ready projects were the result of innovative partnerships with three levels of government, the business community and Royal Bank of Canada, and are expected to create 150 jobs for First Nation members.

“I’d like to thank RBC for looking at the vision and working in partnership with our First Nation, a very progressive First Nation, and going where they have never been before,” says Chief Fox. “When we called for tenders for banks to come and work with us, they were the ones who stepped up and took that risk.”

Chief Fox singles out David Reid, RBC Royal Bank Account Manager, Aboriginal Markets in Saskatchewan, for listening to his community’s needs and doing the groundwork to make the deal happen.

“David is a gentleman whom I applaud,” says Chief Fox. “He understood our vision, fought for it and ran with it.”

Bringing the Ancestors Home

Hundreds of artifacts return to Nisga'a territory

The Nisga'a, people of the Nass River, have inhabited British Columbia's lush northwest coast since time immemorial.

In the late 1880s, however, much of the Nisga'a traditional territory was declared Crown land, leading the Nisga'a to petition the government to recognize their connection to and guardianship of the territory.

As a result, a historic treaty was signed in 1998, coming into effect on May 11, 2000. It was a triumphant day for the Nisga'a people. Not only did the treaty officially recognize the Nisga'a Nation and Nisga'a Lands, it opened the door for sustainable economic development and is now fuelling a cultural renaissance.

On September 13, 2010, the people of the Nisga'a Nation celebrated once again with the return of hundreds of Nisga'a artifacts from the Royal BC Museum and the Canadian Museum of Civilization.

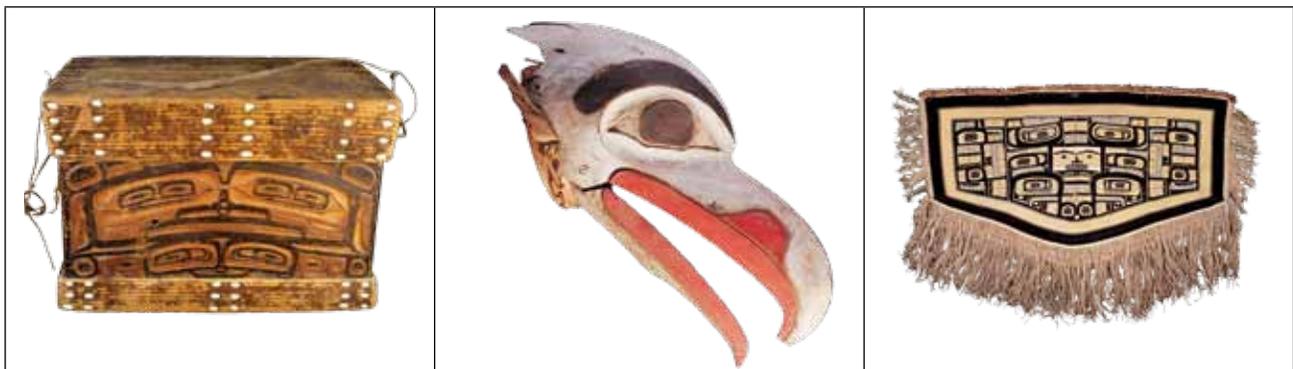
The artifacts — including headdresses, masks, rattles, blankets and a totem pole — will soon be showcased in their own permanent home, Hli Goothl Wilp-Adok̄s Nisga'a, the Nisga'a Museum, to be located in Laxgalts'ap, 150 kilometres northwest of Terrace, British Columbia.

A centre for sharing traditions, ideas, research and learning, the construction of this state-of-the-art facility will be financed by RBC Royal Bank. It will include archival software systems, listening booths, a computerized office space, a library and teaching centre, an executive meeting space, ongoing cultural programming and a gift shop to showcase Nisga'a art and artists.

"Many of the artifacts are sacred, living objects we will be able to share with future generations," says Mitch Stevens, President of the Nisga'a Nation. "Repatriation of the land includes bringing our ancestors home."

"Many of the artifacts are sacred, living objects we will be able to share with future generations."

— Mitch Stevens, President of the Nisga'a Nation





First Skate at Frog Lake First Nation in Alberta

RBC Royal Bank financing enables construction of a new multi-purpose community centre

After much planning, blades hit the ice for “The First Skate” on a newly constructed arena at Frog Lake First Nation in Alberta on October 28, 2010.

Students from two schools (Frog Lake Chief Napeweaw Comprehensive School and Heinsburg Community School) faced off against a hockey team consisting of Chief Clifford Stanley, council members and band employees.

The community, located about two-and-half-hour’s drive east of Edmonton, Alberta, has about 2,500 members, including approximately 1,000 members who live on the reserve. With the population growing, so too is the community’s need for a facility to host events such as powwows and hockey tournaments as well as band administration meetings and other community activities.

The Chief and Council of Frog Lake First Nation worked with Sandy Kirtzinger, RBC Account Manager, Aboriginal Markets in Alberta, to secure financing in February 2009 for the multi-purpose building.

The new arena in the community has brought excitement and pride for the members of Frog Lake.

“We have numerous children active in hockey and figure skating who in the past travelled to other communities to participate in these sports,” says Chief Clifford Stanley. “With the new arena in Frog Lake, our youth now have the opportunity to develop their skills at home in our community — it’s a great benefit for all the members of Frog Lake.”

Progress Report

RBC Royal Bank continued a long-standing commitment to financing community infrastructure projects throughout the 2010/2011 reporting period, while also providing sponsorship funding to Aboriginal economic development organizations.

Selected Financing Examples	Amount	Project
Schools, Community and Cultural Centres	\$5,300,000	Resource Centre, British Columbia
	\$4,875,000	Museum, British Columbia
	\$3,242,000	Community Hall, British Columbia
	\$3,200,000	Community Centre, British Columbia
	\$1,200,000	Community Centre, Alberta
	\$600,000	School, British Columbia
	\$500,000	Heritage Centre, British Columbia
	\$330,000	Gymnasium expansion, British Columbia
Roads, Water and Power Generation	\$5,000,000	First Nation-owned hydro-generating station, Ontario
	\$2,000,000	Waste water infrastructure, British Columbia
	\$2,000,000	Highway construction project, Alberta
Housing and Administration Buildings	\$110,000,000 ¹	71 First Nations communities approved under the RBC On-Reserve Housing Loan Program
	\$5,000,000	Administrative offices, Alberta
	\$2,000,000	Housing construction, Ontario
	\$1,400,000	Modular home construction, Ontario
	\$500,000	Renovations to administrative offices, Manitoba
Business and Re-Financing	\$13,000,000	Long-term financing for development site, British Columbia
	\$10,000,000	Re-finance term loan, Alberta
	\$10,000,000	Term loan for per capita distribution, Alberta
	\$3,600,000	Equipment for First Nation-owned business, British Columbia
	\$2,500,000	First Nation purchase of franchise business, British Columbia
	\$1,950,000	Consolidation of operating loans to term, Alberta
	\$1,300,000	Share purchase of manufacturing facility, Alberta
	\$1,000,000	Revolving line of credit for equipment, Alberta
	\$400,000	Capital lease payout, Alberta

Selected Sponsorship Examples	Amount
Canadian Council for Aboriginal Business	\$10,000
Aboriginal Financial Officers Association	\$10,000
Osoyoos Indian Band – Olympics Aboriginal business showcase	\$5,000
Council for the Advancement of Native Development Officers	\$5,000
Young Entrepreneurs Symposium	\$2,500
National Aboriginal Business Opportunities Conference	\$2,000
Aboriginal Tourism British Columbia	\$1,500
British Columbia Achievement Foundation – British Columbia Aboriginal Business	\$1,000

¹ Total authorized credit facilities approved to date.

“At RBC, we believe it is important to build relationships with Aboriginal peoples based on mutual understanding and partnership, and with a deep respect for indigenous knowledge. It is only through working together that we can strengthen communities, and protect our heritage and our environment.”

SHARI AUSTIN, VICE-PRESIDENT, CORPORATE CITIZENSHIP
RBC EXECUTIVE CHAMPION, ABORIGINAL PARTNERSHIPS – COMMUNITY & SOCIAL DEVELOPMENT

RBC companies provide volunteer services, donations, grants and sponsorships for projects that strengthen communities and lay the foundation for a sustainable future.

community

Community: Social Development

Customer Service to Bank On

RBC innovation brings banking services to remote community in Labrador

When the Innu Education school board in Sheshatshiu needed bank accounts for their employees, they contacted RBC Royal Bank. Mike Spurrell, Branch Manager of the Happy Valley-Goose Bay branch, took the call and quite literally, flew into action.

In June 2010, Spurrell hopped aboard a small cargo plane and flew to Natuashish, situated on the coast of Labrador, 300 kilometres north of Happy Valley-Goose Bay. Upon arrival, he set up his temporary office in the community's new band council building and quickly got down to business opening accounts, so that school board and council employees could begin to receive their paycheques through direct deposit.

“I worked through those fairly quickly,” he says.

However, Spurrell's new clients soon began asking about accounts for their children, parents and friends. With no banking facilities in a community of 725

residents, many had never been able to open accounts before and were limited to cashing cheques at the only store in town, the Mushuau Innu General Store.

“The challenge is that the first 10 people or so who get to the store get their cheques cashed, and then the store runs out of cash,” explains Spurrell. “So while most people have a paycheque, they may not have the physical dollars and cents to purchase groceries and other needed items.”

The community radio station put out a call to let people know that Mike from RBC was in town to help people open bank accounts. People of all ages started showing up; most wanted to seize the opportunity to open their very first bank accounts.

“I didn't really have much slow time in the two days I was there,” says Spurrell. “But whenever I didn't have

“Whenever I didn’t have anybody in to see me, the folks at the radio station put out another call to the community to say I had some openings, and sure enough, a few minutes later, another person or two would be coming through the door.”

— Mike Spurrell, Branch Manager,
Happy Valley-Goose Bay, Newfoundland

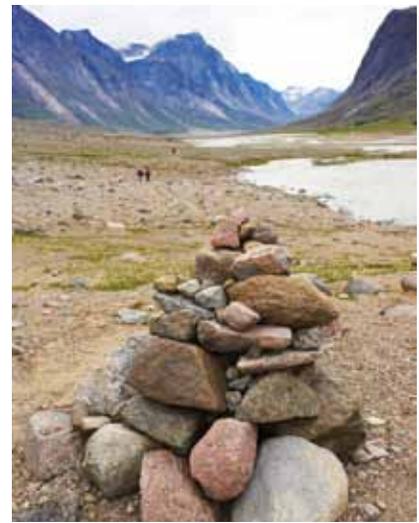
anybody in to see me, the folks at the radio station put out another call to the community to say I had some openings, and sure enough, a few minutes later, another person or two would be coming through the door.”

At the end of two very busy days, Spurrell opened 50 new accounts — an enormous social benefit to the community. Now, with RBC Royal Bank direct deposit services, residents can take their bank card to the local store and purchase groceries using a debit machine,

eliminating the need for cash.

A lot of the new clients were young people in their twenties, explains Spurrell. He says a bank account is an anchor for them, and may help to open more doors down the road — whether it’s for a loan to go to school or start a business, a mortgage or an RRSP.

“Everybody has to start somewhere,” he says. “I think the most important thing is RBC Royal Bank has the ability to offer remote banking and can go to communities like Natuashish and get it done.”





RBC Royal Eagles Soar

Giving back to communities inspires RBC Aboriginal Employee Resource Group

Eagles are a symbol of spirit, vision and strength, which is a fitting description of the RBC Aboriginal Employee Resource Group, the Royal Eagles.

The Royal Eagles are an active Aboriginal fellowship group of about 325 RBC employees in Canada. As a fully supported Employee Resource Group, Royal Eagles chapters are run by employees with a national objective to:

- Enhance Aboriginal cultural awareness at RBC;
- Provide networking and mentoring for Aboriginal employees;
- Support recruitment and retention of Aboriginal employees; and
- Act as a resource at RBC and a liaison with Aboriginal communities.

RBC Royal Eagles are involved with many different community-based activities.

For instance, the Edmonton chapter of Alberta Royal Eagles, together with RBC Foundation, raised \$4,000 for a hot lunch program at Amiskwaciy Academy High School.

The Ontario Royal Eagles collected toys, school supplies, clothing and other items to fill gift boxes for all 443 children of Kitchenuhmaykoosib Inninuwug First Nation, located on the north shore of Big Trout Lake, Northern Ontario, just in time for Christmas.

“It’s way up there,” says Herb ZoBell, Senior Account Manager, Aboriginal Markets in Northwestern Ontario, of the community’s remote location. “We were lucky to have many great transportation partners, including Gardewine North, a trucking company, and Wasaya Airways, a 100% Aboriginal-owned business, to help us deliver the gift boxes.”

COMMUNITY: SOCIAL DEVELOPMENT



On the east coast, the Atlantic Royal Eagles presented gifts to the youth of Bear River First Nation, located near Digby, Nova Scotia. Nearly 40 gift baskets — stuffed with books, toys, piggy banks, clothes and more — were prepared by branch staff for the children during their Community Christmas Feast.

“The evening was a great celebration, including prayers, drumming, a carol sing and traditional music,” says Jim White, Regional Vice-President for RBC Royal Bank in Atlantic Canada.

The Atlantic chapter also worked closely with Acadia First Nation to present gifts during an annual event organized during Christmas to honour the community’s elders.

“Knowing how elders in First Nations communities are held in high regard, it was an honour for us to be involved,” explains Mark Setlakwe, RBC Royal Bank Branch Manager in Yarmouth, Nova Scotia.

“These Royal Eagle initiatives were excellent opportunities for RBC to reach out to First Nation communities,” adds White. “It’s important to build relationships with the communities we serve, based on understanding, trust and respect — and the Royal Eagles represent our commitment to do this every day.”



RBC Foundation Funds First Nations Watershed Stewardship Project

Wildlands League receives \$200,000 RBC Blue Water Project™ Grant

With the help of a recent \$200,000 RBC Blue Water Project grant, the Wildlands League is partnering with the Shibogama First Nations Council in northern Ontario on an important environmental initiative: developing first principles for watershed stewardship using indigenous knowledge.

“It is important that watershed management planning be respectful of First Nations knowledge,” says Doris Bear, Vice-President, Aboriginal Banking for Manitoba, Saskatchewan and Northwestern Ontario at RBC Royal Bank.

The grant will fund development of an integrated watershed plan with the Shibogama First Nations

Council, whose five main communities live in the Severn and Winisk watersheds in the far north of Ontario.

These rare, ecologically significant watersheds remain undammed and unregulated, and the Wildlands League will map them using the best available data on current and proposed uses.

“We know that a special relationship exists between the natural world and the communities in which people live and work,” says Bear. “In particular, we realize that the identity, cultural beliefs and economies of many Aboriginal peoples are connected to a region’s history, natural landscape and biodiversity.”

Progress Report

RBC companies made significant contributions to projects, initiatives and organizations benefiting various aspects of the Aboriginal community and social development throughout the 2010/2011 reporting period.

Selected Examples	Amount	Organization
Health RBC supports organizations that respect the cultural identities, values and beliefs of all Aboriginal communities.	\$80,000	Canadian Diabetes Association – High-Risk Population Tool
	\$50,000	Canadian Cancer Society – Lay Health Educator Program
	\$10,000	Yukon Hospital Foundation – First Nations Health Program
	\$10,000	Variety, the Children’s Charity – Innovative Dental Prevention Project
	\$10,000	Heart and Stroke Foundation – Heart Smart Kids
	\$2,000	Sioux Mountain Public School – Hot Lunches
Social Services Programs supporting the well-being of youth, elders and community members in general remain a priority for RBC.	\$100,000	Right to Play International – Promoting life skills for Aboriginal youth
	\$75,000	Outward Bound Canada Foundation – Helping Canadian youth in transition
	\$45,000	Conseil de La Nation Huronne-Wendat
	\$15,000	Boys and Girls Clubs – Community School Investigators Program
Housing Helping to meet Aboriginal housing needs is an important area of focus at RBC. We offer support through various financing programs, as well as through donations and grants.	\$10,000	Vancouver Native Housing
	\$10,000	Habitat for Humanity – Winnipeg
Arts & Culture Artistic expression carries language and history forward. We support artists and organizations working to preserve Aboriginal heritage both in Canada and internationally.	\$28,000	Ottawa Art Gallery – Curator Program
	\$22,500	Manitoba Theatre for Young People – Aboriginal Arts Training & Theatre School Series
	\$20,000	Manito Ahbee Music Festival
	\$20,000	Canadian Aboriginal Festival & Aboriginal Music Awards
	\$10,000	Vancouver Native Housing Society – Aboriginal Art Gallery Mural Project
Environment RBC acknowledges that identity, cultural beliefs and economies of Aboriginal societies are intricately connected to the natural world.	\$300,000 ¹	Forum for Leadership on Water (FLOW) – The grant will be used to work with the Assembly of First Nations on creating a First Nations Water Commission
	\$200,000 ¹	Wildlands League – The grant will help develop an integrated watershed plan with the Shibogama First Nations Council whose five main communities live in the Severn and Winisk watersheds in the far north of Ontario
	\$5,000	Blueberry River First Nation
	\$5,000	BC Wildlife Federation

¹ Total/multi-year pledge.

“We understand the crucial role a good education plays in helping Aboriginal youth succeed in life. We also know that the unique experiences and perspectives of our Aboriginal employees benefit our workplace, our business and our clients.”

**KIRK DUDTSCHAK, SENIOR VICE-PRESIDENT, STRATEGY AND HUMAN RESOURCES
RBC EXECUTIVE CHAMPION, ABORIGINAL PARTNERSHIPS – EMPLOYMENT, EDUCATION AND TRAINING**

RBC companies provide educational support and incentives for Aboriginal youth while also working to attract and retain Aboriginal talent within the organization.



People: Employment, Education and Training

Creating Pathways to Brighter Futures

North Winnipeg program supports at-risk youth

Winnipeg’s North End is tough — and so is life for many of the youth who call it home.

In preparation for bringing Pathways to Education, a successful after-school program aimed at helping at-risk kids graduate from high school, to Winnipeg’s North End, Program Director Darlene Klyne did her homework.

There were about 150 potential candidates for Pathways: kids headed into Grades 8 and 9 about to come face-to-face with the unbearable reality of a high-school graduation rate far below the national average. More than half of the kids living there are of Aboriginal descent.

So, starting in 2009, Klyne spent months interviewing people in the North End communities, including

youth and their parents, to better understand what was working, what wasn’t and what was needed.

From one-on-ones to groups, she asked questions — and heard it all: the bullying, the relentless racism and pressure to join gangs and use drugs, and the feeling of being unsafe, even at school. She listened to how families helped and hindered, and learned what it was like not having enough money to eat or get to school, let alone go on field trips.

“What really stood out for me was that life is very different now than when I was a teenager,” says Klyne.

Knowing that life was not going to get much easier without a job, a lot of the kids talked about working, she adds, but not about how they might get a good job.

“RBC doesn’t just talk about being a partner, they are a partner. They are really invested in what we’re doing while respecting that the heart and soul of the program is the fact that we take direction from the students and parents.”

— Darlene Klyne, Program Director, Pathways to Education

“Very few talked about post-secondary education,” says Klyne. “For many young people, university or college was not even viewed as an option because they just didn’t see the potential that they could go to university — that was really upsetting.”

On October 19, 2010, RBC Foundation, a long-time national supporter of the Pathways to Education program, announced a \$1 million commitment with a focus on kick-starting the North End Winnipeg program. The program was developed in partnership with Manitoba’s Community Education Development Association (CEDA).

Four days a week, youth enrolled in the program have access to after-school mentoring and use of nine computers. On Fridays, they head to the local recreation centre for sports and other activities such

as cooking classes, all thanks to another partnership with the City of Winnipeg. On Saturdays, Pathways participants focus more on fun through in-house activities or field trips.

In addition to its monetary donation, RBC helps Pathways by sending RBC Olympians to visit kids, and provides tickets to events such as the Aboriginal People’s Choice Awards, where participants have a chance to meet inspiring, positive role models from the Aboriginal community.

“RBC doesn’t just talk about being a partner, they are a partner,” Klyne says. “They are really invested in what we’re doing while respecting that the heart and soul of the program is the fact that we take direction from the students and parents.”





My Chosen Journey By Gabrielle Scrimshaw

First Nations student from Saskatchewan begins career at RBC

My journey into a career with RBC began in the beginning of 2010 when, as a new post-secondary graduate, I was selected to attend the Aboriginal Human Resource Council (AHRC) Inclusion Works 2010 conference in Toronto.

At the time, I was finishing up my last exams to complete a bachelor of commerce degree at Edwards School of Business at the University of Saskatchewan. It would have seemed that, at first glance, my chances of gaining meaningful employment after convocation were quite good, given that I had studied and worked in 18 countries spanning five continents, was the first in my family to earn a university education, finished in the top 5% of my college, was actively engaged in my community and paid for university primarily with scholarship and bursary funding.

However, the truth was I was struggling. I was struggling to find meaningful employment with a firm that valued diversity and inclusion as much as I did. Quite simply, that all changed the moment I accepted the invitation to attend the AHRC conference.

For many years, RBC has been a proud supporter and member of the AHRC, an organization that aims to

increase recruitment and retention of Aboriginal grads and match them to employers who value diversity and inclusion in the workplace.

At the conference, I was connected with RBC champions of Aboriginal diversity from all levels of the organization. It was quite clear to me that RBC had a long-term commitment to the Aboriginal community, be it through the RBC Royal Eagles, their community and event support, their national team of dedicated Aboriginal Banking account managers or their telephone banking services offered in Cree and Inuktitut.

Given my long-term goal of reaching an executive rank, today I find myself in RBC's Graduate Leadership Program. Based on the notion that leaders learn best from experience and exposure to a variety of challenges, the program allows associates like me to gain an enterprise-wide view of RBC by rotating within the organization every six months to a new role over a two-year period.

In all honesty, if it was not for RBC's proactive hiring approach, inclusive and open workplace, and passionate workforce dedicated to diversity, this would never have been a possibility.

people



Education is Key to Future Success

RBC educational programs provide opportunity for Aboriginal youth

With a growing Aboriginal youth population, Canada's future success depends on providing them with the learning experiences they need to become the leaders of tomorrow.

That's why access to education is so important, something Brian Dickson knows about first-hand.

"Education is everything," says the 28-year-old member of Lac Seul First Nation and RBC Royal Bank Branch Manager in Ancaster, Ontario.

In 2005, Dickson graduated from St. Francis Xavier University in Nova Scotia with a business degree. He credits the RBC Stay in School summer employment program with shaping his future educational and career choices.

"It gave me stability in my studies, it gave me direction," says Dickson. "I knew as soon as I walked into the bank that it was what I wanted to do."

Dickson applied to the RBC program at age 15 while in high school in Oakville, Ontario. He worked at a branch during the summer months, returning the following year to be a customer service representative.

"Participating in the program was a positive experience for me," Dickson says. "It gave me a good grounding for my educational path, and ultimately led to the career I have today."

In addition to the RBC Stay in School Program, RBC also offers financial support for Aboriginal students pursuing post-secondary education through a scholarship program called the RBC Aboriginal Student Awards Program.

Debra Arkwright-Alivisatos, a senior negotiator for Indian and Northern Affairs Canada (INAC), also credits her career achievements, in part, to the support she received through the RBC Aboriginal Student Awards Program.



“The scholarship gave me financial security, lessening the burden of juggling care for my family and completing my studies,” says Arkwright-Alivisatos, who received the award in 1994.

As a mature student, wife and mother of a nine-year-old daughter, Arkwright-Alivisatos says the scholarship meant she could leave her full-time job and focus on her studies and her family.

“I realized that I needed to develop my skills and education further,” explains Arkwright-Alivisatos. “A better education would help me really make a difference to enhance the lives of Aboriginal people.”

After she completed her bachelor’s degree, RBC supported Arkwright-Alivisatos in pursuing her master’s degree in adult education, which she completed at the University of New Brunswick in 1997.

While doing her master’s, she was hired to teach courses at the Mi’kmaq-Maliseet Institute, and continued to work there after graduation before moving on to the federal government and eventually landing her current position with INAC in 2009.

“The RBC Aboriginal Student Awards Program is a great initiative and demonstrates RBC’s serious commitment to the enhancement and success of Aboriginal students,” she says.

Both Dickson and Arkwright-Alivisatos agree that education is an important foundation, and RBC shares their view.

“We understand the crucial role a good education plays in helping Aboriginal youth achieve success in life,” says Kirk Dudtschak, Senior Vice-President, Strategy and Human Resources at RBC. “One of the most important outcomes of a good education is a meaningful job.”

Progress Report

On the employment front, during the 2010/2011 reporting period, we continued our efforts to attract and retain Aboriginal employees through specific hiring programs, as well as through our presence at recruitment fairs, campuses and other hiring events.

We also provided support for education and training through donations and scholarships.

Selected Examples	RBC Initiatives
Employment – Recruitment Diversity is an important value at RBC. We strive to represent the communities we serve and are active in recruiting Aboriginal talent.	Inclusion Works Recruitment Fair
	Campus Outreach Program, e.g., John Molson School of Business (Concordia)
	Partnership with Native Canadian Centre of Toronto
	Squamish First Nation Training Fair
	Southern Alberta Institute for Technology (SAIT) Career Fair
	Prince George Nechako Aboriginal Employment and Training Workshops
	Calgary Urban Aboriginal Career Fair
	Anokiiwin Career Fair, Kenora
	Aboriginal Stay in School Program – Launched in 1993, this program provides "work and learn" opportunities for youth. A total of 28 students across Canada participated in this program during the 2010 summer school break.
Employment – Retention We support Aboriginal employees through employee fellowships, mentoring programs and enablement of social networking.	Royal Eagles – RBC Employee Resource Group
	RBC Kawetciwat Mentoring Program
	One Heart – RBC Social Networking Site for Aboriginal employees
	RBC Pursue Your Potential Program – In 2010, this program continued to expand with 35 Aboriginal candidates joining the program and 11 being hired, a 31% conversion. From 2008 to date, 36 Aboriginal candidates have been hired through the program.

Selected Examples	Amount	Organization
Education and Training We understand the importance of education in helping to shape the future for today's Aboriginal youth.	\$1,000,000 ¹	Aboriginal Student Awards Program – To date, 98 students have received scholarships. In 2010, ten students were awarded scholarships for post-secondary education.
	\$300,000 ²	Martin Aboriginal Education Initiative (MAEI) to support youth to stay in school
	\$185,000 ²	Ashoka Canada – Aboriginal Changemakers
	\$50,000	Actua – National Aboriginal Outreach Program and National Bursary
	\$50,000 ²	Vancouver Island University – Aboriginal Construction Program
	\$40,000	Laichwiltach Family Life Society – After School Program
	\$25,000	Camosun College Foundation – Indigenous Business Access Prep Program
	\$25,000	Aboriginal Human Resources Council
	\$20,000	Lakehead University – Aboriginal Initiatives

¹ Total value of scholarships to date since 1992. ² Total/multi-year pledge.

“RBC recognizes that a key factor in the growth and development of Aboriginal-owned businesses is access to markets in which they can compete. We are actively working to enhance opportunities for Aboriginal businesses to sell products and services to RBC.”

**LINDA MANTIA, SENIOR VICE-PRESIDENT, ENTERPRISE SERVICES AND CHIEF PROCUREMENT OFFICER
RBC EXECUTIVE CHAMPION, ABORIGINAL PARTNERSHIPS – PROCUREMENT**

RBC companies strive to improve procurement processes and policies to make them more accessible for Aboriginal-owned businesses that want to become RBC suppliers.

procurement



Procurement: Supplier Opportunities

Developing Aboriginal Talent — and Business

Aboriginal-owned consulting firm helps RBC attract the best and brightest

When David Acco graduated from the University of Ottawa with his MBA in 2004, he asked other graduates from his home community about their future plans.

Most intended to pursue work in the public sector, including work with their band government — a limited career path, he felt, given the magnitude of opportunity in the private sector.

“When I asked them ‘why government?’ it was mostly because that’s what their parents did,” says Acco. “Deciding to become an IT business analyst, for example, is pretty foreign for many Aboriginal people.”

When reflecting on his career options, Acco says a light bulb switched on when he realized no one was harnessing talent from the Aboriginal community.

With this insight, it did not take long for Acco — a former aircraft mechanic — to make his career decision: to become a social entrepreneur by co-founding a consulting firm with a mission to raise the visibility of Aboriginal people in business and consulting professional services.

Today, Montreal-based Acosys Consulting Services is 100% Aboriginal-owned and is focused on providing professional, timely and value-based consulting services in information technology (IT), human resources (HR) and Aboriginal policy development.

Acosys approached RBC Royal Bank as a potential client. RBC was interested — particularly in having more Aboriginal participants enrol in its IT Rotational Program — and so asked Acosys to find some suitable candidates.



“Without the dedication of RBC to Aboriginal inclusion in their supply chain, it would be very hard for me to know what to deliver on or how to add value to such a large organization.”

— David Acco, Acosys Consulting Services

Acco found a variety of candidates for the bank to interview. However, following the interviews, recruiters told Acco his candidates did not seem enthusiastic about the program. Undeterred, Acco saw this as a cultural awareness learning opportunity.

“I knew they really wanted the jobs because I had interviewed them myself,” said Acco. “I realized I had to go back and do some training with my candidates to encourage them to puff up their chests a bit, to own their experience and be proud of it.”

In the end, the bank offered each of the three candidates an internship. Now they are all currently working in IT. RBC considers the Rotational Program a success and intends to expand it.

“In my view, there is Aboriginal talent out there, but it is underutilized,” says Acco. “So the way I look at it from a corporate perspective is, invest in Aboriginal resources now and you’ll benefit in a few years with highly skilled and experienced people who can help you become more competitive.”

Acco also recognizes the value of progressive, pro-Aboriginal procurement policies such as those at RBC Royal Bank.

“Without RBC’s dedication to Aboriginal inclusion in their supply chain, it would be very hard for me to know what to deliver on or how to add value to such a large organization,” Acco explains. “Their procurement people were also instrumental in helping others in senior management and operations see the value companies like ours can bring to an organization like RBC.”

Progress Report

RBC continues to ensure that Aboriginal businesses have fair and equal access to our procurement process. During the 2010/2011 reporting period, we identified five Aboriginal-owned businesses as potential vendors with two qualifying as preferred vendors. As the number of Aboriginal-owned businesses grows, so does our effort to make our procurement processes and policies more accessible for Aboriginal-owned businesses.

Selected Examples	Amount	Organization
Supplier Diversity Program – As part of RBC’s commitment to diversity, Aboriginal-owned businesses are a priority segment within our strategic sourcing initiatives.	\$30,000	Canadian Aboriginal and Minority Suppliers Council
Contracts awarded to Aboriginal-owned suppliers	\$79,000	Two Aboriginal-owned businesses in the engineering and consulting sectors



c. 1914: Trading post village of Hazelton, BC – Royal Bank branch relocated from village to Hagwilget First Nation in 1977



1954: Investiture of Royal Bank CEO James Muir as Honorary Chief of the Blood Band of the Blackfoot Confederacy



1961: Nine new clients open Royal Bank accounts in Terrace, BC

RBC Pictorial Timeline

year 1910

- Royal Bank merger partner, the Union Bank of Canada, opens a branch at the Hudson’s Bay trading post village of Hazelton, BC; in 1977, Royal Bank relocates this branch to Hagwilget First Nation.

year 1947

- Royal Bank issues a dedicated national Royal Bank letter focused on Canadian Aboriginal peoples.

year 1954

- Royal Bank CEO James Muir is invested as Honorary Chief of the Blood Band of the Blackfoot Indian Confederacy as a tribute to his leadership and humanitarianism.

year 1957

- Royal Bank opens the first bank branch in Canada’s Arctic Islands at Frobisher Bay, NT (now Iqaluit, NU).

year 1969

- Royal Bank launches “An Introduction to Banking,” an educational booklet for Inuit communities in what is now Nunavut.

year 1973

- Royal Bank becomes first financial institution to officially sponsor the Arctic Winter Games, attracting 850 Inuit participants.

year 1978

- Royal Bank sponsors Arctic Winter games and attracts 850 Inuit participants.

year 1990

- Royal Eagles, an Employee Resource Group, is established at Royal Bank for Aboriginal employees and by Aboriginal employees, to support networking, mentoring, recruitment and retention, and to enhance cultural awareness of Aboriginal communities.

year 1991

- Royal Bank is the first major financial institution in Canada to open a full-service branch on a reserve in the Six Nations of the Grand River community at Ohsweken, ON.

year 1992

- Royal Bank launches its annual educational awards program for First Nations students attending a university or college in Canada — now called the RBC Aboriginal Student Awards program.

year 1993

- Royal Bank launches its Aboriginal Stay-in-School program, hiring students in Grades 9 – 12 to work in bank branches across Canada each summer.

year 1994

- Royal Bank pledges \$275,000 over six years to support the Saskatchewan Indian Federated College, Canada’s first Aboriginal college and the country’s only university-level college to be operated by First Nations people.

year 1995

- Royal Bank establishes a national Aboriginal Banking division.

year 1996

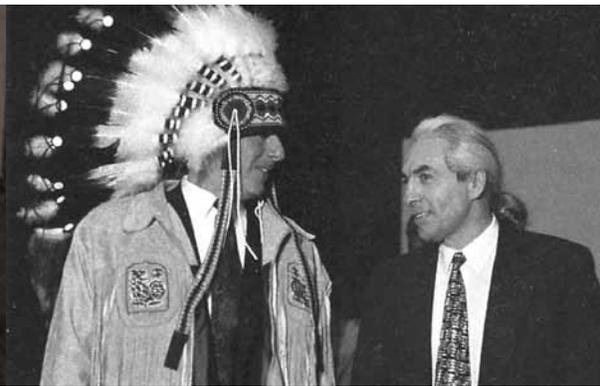
- Royal Bank signs an agreement with National Association of Friendship Centres (NAFC) to launch a program of business and community development initiatives across the country.
- Royal Bank joins forces with the National Aboriginal Veterans Association to help raise funds to erect a monument in Ottawa to commemorate the war efforts of Canada’s Aboriginal men and women.



1978: Arctic Winter Games, Hay River, NT — supported by RBC since 1977



1997: Mark Leroux (left) of Golden Lake Algonquin First Nation — first award winner of Royal Bank Aboriginal Student Awards program to graduate



1997: Investiture of Royal Bank executive Charlie Coffey (left) as Honorary Chief by Chief Phil Fontaine (right) — Assembly of Manitoba Chiefs

year 1997

- Royal Bank issues *The Cost of Doing Nothing — A Call to Action and Aboriginal Economic Development* report, describing the social and economic costs Canada faces if nothing is done to boost Aboriginal participation in the labour force and address Aboriginal economic development.
- Charlie Coffey, Royal Bank’s Executive Vice-President of Business Banking, is invested as Honorary Chief by the Assembly of Manitoba Chiefs in recognition of his support of economic development and self-sufficiency for First Nations peoples.

year 1998

- Royal Bank is a corporate sponsor of Working Partnerships, a government of Ontario program to encourage more Aboriginal partnerships with the corporate sector.

year 1999

- Royal Bank launches a new on-reserve housing finance program to assist First Nation members to construct, purchase and renovate homes located within First Nations communities.

year 2000

- Royal Bank establishes a national agency banking program as an alternative delivery method of banking services for remote rural communities.

year 2007

- In response to the Assembly of First Nations (AFN) national corporate challenge, RBC and AFN sign a Memorandum of Understanding and commit to a two-year action plan to address access to capital, community and social development, employment and procurement for First Nations peoples.

year 2008

- RBC Blue Water Project leadership grants totalling more than \$1 million are awarded to projects related to water issues in Aboriginal communities.

year 2009

- RBC names Phil Fontaine, former National Chief of the Assembly of First Nations (AFN), as Special Advisor to RBC.
- RBC introduces Remote Banking, a new banking service for Aboriginal Canadians living in remote areas, to make it easier for them to access personal banking services.

- RBC Royal Bank launches its Leasehold Mortgage Program to provide First Nations with greater flexibility in developing commercial and residential real estate projects on leased land.

year 2010

- RBC is the first Canadian financial institution to offer telephone customer service in Cree and Inuktitut.
- RBC introduces a social networking site, One Heart, for Aboriginal employees.
- RBC Foundation donates \$1,000,000 to Pathways to Education, an initiative that focuses on removing barriers to post-secondary education and encouraging meaningful employment in at-risk neighbourhoods. This program helps participating students, including Aboriginal students, graduate from high school and go on to pursue post-secondary education.

year 2011

- RBC Foundation contributes \$300,000 to the Martin Aboriginal Education Initiative (MAEI), a program aimed at helping Aboriginal youth stay in school.

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FIRST NATIONS RBC ROYAL BANK BRANCH LOCATIONS

Hagwilget First Nation – Hagwilget, British Columbia
Westbank First Nation – Westbank, British Columbia
Tzeachten First Nation – Chilliwack, British Columbia
Cross Lake First Nation – Cross Lake, Manitoba
Norway House Cree Nation – Norway House, Manitoba
Peguis First Nation – Peguis, Manitoba
Six Nations of the Grand River – Ohsweken, Ontario
Nation Huronne-Wendat – Wendake, Quebec

FIRST NATIONS RBC ROYAL BANK COMMERCIAL BANKING CENTRE LOCATIONS

Fort William First Nation – Thunder Bay, Ontario

NORTH OF 60° RBC ROYAL BANK BRANCH LOCATIONS

Whitehorse, Yukon
Yellowknife, Northwest Territories
Hay River, Northwest Territories
Cambridge Bay, Nunavut
Rankin Inlet, Nunavut
Iqaluit, Nunavut

AGENCY BANKING OUTLETS

Whitefish Lake First Nation – Goodfish Lake, Alberta
Wiwemikong First Nation – Wiwemikong, Ontario

For more information, please visit www.rbcroyalbank.com/aboriginal

- To reach a branch or to talk to an RBC agent, call 1-800-769-2511
- To reach a Commercial Banking Centre or to talk to an RBC Business Specialist, call 1-800-769-2520

Telephone customer service is now available in Cree and Inuktitut



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