

RAVEN INDIGENOUS CAPITAL PARTNERS

— SPRING 2021 IMPACT REPORT



**RAVEN INDIGENOUS
CAPITAL PARTNERS**

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CAPITAL PARTNERS**

A LETTER FROM RAVEN INDIGENOUS CAPITAL PARTNERS

On behalf of the team at Raven Indigenous Capital Partners, we are proud to present our 2021 Spring/ Summer Indigenous Impact Report. This is part of our on-going effort to build meaningful relationships, to practice radical transparency, and to help build a reconciliation-economy that advances the well-being of Indigenous Peoples. We are honoured to share an update on our impact learning journey, elaborate on our impact practices, and celebrate our portfolio companies.

As we deepen our impact measurement work, we are increasing our alignment with both the UN SDG's and with the UN Declaration on the Rights of Indigenous Peoples. By working within both of these frameworks we are uncovering new pathways towards a reconciliation economy and breaking new ground in the impact investing and impact measurement space. This progress has enabled our team to build deeper integration between IMP and Indigenous impact measures which has been a significant advancement in our impact practice.

This has been a challenging year for all of us due to the Covid 19 pandemic, and we raise our hands to all the incredible people who have worked tirelessly for each of the invested companies in the Raven portfolio. Through their brilliance and dedication, their enterprises have been able to survive and thrive through an extremely challenging period for business.

We send our best wishes to each of you for good health and we hope this summer brings you and your families much joy and prosperity.

Thank you for believing in our Team at Raven Capital and we look forward to continuing this journey together with each of you.

All our Relations.



JEFF CYR
Managing Partner



PAUL LACERTE
Managing Partner



STEPHEN NAIRNE
Chief Investment Officer

RAVEN INDIGENOUS CAPITAL PARTNERS –
ACKNOWLEDGMENT OF THE 215 CHILDREN DISCOVERED
AT THE KAMLOOPS INDIAN RESIDENTIAL SCHOOL

"The Raven Capital Family stands in solidarity, grief, and determination. We acknowledge the 215 Indigenous children that were discovered at the Kamloops Indian Residential School. The mistreatment of Indigenous children is a tragic and shameful part of Canada's history. Residential schools were part of a colonial policy that forcefully removed Indigenous children from their communities. Thousands of children were sent to these schools and never returned to their families. The families were often provided with little to no information on the circumstances of their loved one's death nor the location of their burial. Children in residential schools were forbidden to speak their language and practice their own culture. The deaths of Indigenous children who attended residential schools is unthinkable and should never have happened. We recognize what was said at the TRC hearings from survivors and fully expect there will be more discoveries, more mass burial sites, and more grief and trauma for our communities.

The news of the discovery of 215 bodies found in the area around the Kamloops Indian Residential School is once again a reminder of the harms Indigenous families and residential school survivors have suffered and continue to suffer. We are profoundly saddened by this discovery and our thoughts are with Tk'emlúps te Secwépemc First Nation, as well as with residential school survivors, and all Indigenous communities across Canada.

We invite all our investors and partners to lean into this experience and to work together to build a more just society for Indigenous Peoples, and for all those who are seeking and deserve justice, equity, diversity, and inclusion.

The Truth and Reconciliation Commission (TRC) was established to find the truth in our country's dark and painful history of residential schools.

Their 94 Calls to Action are an appeal to mobilize all sectors to make concrete changes in society. They list specific actions to redress the legacy of residential schools and advance the process of Canadian reconciliation. Call To Action 92 is specific to the business community. It reads:

92. We call upon the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous Peoples as a reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources. This would include, but not be limited to, the following:

- i. Commit to meaningful consultation, building respectful relationships, and obtaining the free, prior, and informed consent of Indigenous peoples before proceeding with economic development projects.
- ii. Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects.
- iii. Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills based training in intercultural competency, conflict resolution, human rights, and anti-racism.

This report was published June 2021 on the traditional territory of the Lekwungen speaking Peoples, the Songhees and the Esquimalt First Nations.

– Authors Paul Lacerte and Jonas Hunter / Design by Eclipse 360

**“REALIZE THAT WE AS HUMAN BEINGS
HAVE BEEN PUT ON THIS EARTH FOR ONLY
A SHORT TIME AND WHAT WE MUST USE
THIS TIME TO GAIN WISDOM, KNOWLEDGE,
RESPECT AND THE UNDERSTANDING FOR
ALL HUMAN BEINGS SINCE WE ARE ALL
RELATIVES”**

- CRÉE PROVERB

(SHARED BY BOBBIE RACETTE IN VIRTUAL GURUS
PRESENTATION VIDEO)

Spirit of the RIM

The Spirit of the RIM is a statement that is used in RIM documents and processes that invite the participant into a way of working.

“The driving force behind our impact measurement learning journey is the need for us to ensure that everything we do at RICP ultimately contributes to an improved well-being of life for Indigenous Peoples. We are always seeking to better understand and measure the impact that Raven Indigenous Capital Partners is having with our invested businesses, within communities, with our investors, and at an eco-system level.”

“We take this engagement with you to be a ceremony and we are committed to doing this work in a good way. In that spirit, the information that we’re asking you to share with us is considered as a form of medicine and will be treated with respect.”

RIM Update

In our last winter Impact report to you, we shared that we are working to do the following:

- Develop impact categories and Indigenous indicators through working groups and collaboration with Portfolio Companies
- Implement the Impact Management Project (IMP) while aligning with the SDG's and Articles of the UN DRIP.
- Create systems to streamline the way that we gather and analyse data for the Portfolio Companies

In this report we will be presenting a first look at our implementation of the IMP, for which we used One Feather as an example.

We have also expanded our headline metrics and historical data will be provided in subsequent reports.

We focused on highlighting impact through Story Telling, by looking at impact as Medicine and the way that the Medicine uplifts Indigenous Peoples.

Going forward, we're going to more deeply integrate our Impact Measurement across Story, Headline Metrics, the Impact Management Project, and developing Indigenous Indicators. We aim to:

- Apply the RIM through IMP and Theory of Change to each of the Portfolio Companies to be able to share the full range of their impact.
- Convene Working Groups and engage Indigenous Communities and impact management practitioners.
- Present the RIM Bundle which shares the learning journey of Impact Measurement through both an Indigenous and Western lens and a Pathway for the Journey forward.

We would love to hear your thoughts or questions, so please don't hesitate to reach out to us.

First People's House, University of Victoria, on the territory of the Songhees, Esquimalt and W



OneFeather

EXAMPLE OF IMPACT MANAGEMENT PROJECT IMPLEMENTATION WITH ONE FEATHER

This example of IMP for One Feather implements the Impact Management Project alongside a Theory of Change and is in alignment with the UN Declaration On The Rights of Indigenous Peoples.

One Feather IMP Example:

WELLBEING OF INDIGENOUS PEOPLES AT THE CENTRE

As expressed in the Spirit of the Rim statement at the beginning of this document, the Wellbeing of Indigenous people is RICP's central impact Theme, and all indicators and metrics connect back to this aim.

IMPACT STATEMENT AND THEORY OF CHANGE

Beginning our implementation of the Impact Management Project with One Feather we use a Theory of Change model and establish the outcomes that lead toward the impact that the Portfolio company wants to realise.

UN DRIP AND INDIGENOUS NAVIGATOR

The Indigenous Navigator, a company funded by the EU and based in Denmark, groups the 46 Articles of the UN DRIP into 13 Thematic Domains. For each Domain, Indigenous Navigator has Identified attributes and developed indicators with which we map the Portfolio Company impact.

In the case of One Feather, we identified two Indigenous Navigator indicators related to Article 5 and 20.1 of the UN DRIP, that align with One Feather outcomes. The Indigenous Navigator Theme and Indicator is presented in the following table:

ARTICLE NUMBER	ARTICLE 5	ARTICLE 20.1
ARTICLE TEXT	Indigenous peoples have the right to maintain and strengthen their distinct political, legal, economic, social and cultural institutions, while retaining their right to participate fully, if they so choose, in the political, economic, social and cultural life of the State.	Indigenous peoples have the right to maintain and develop their political, economic and social systems or institutions, to be secure in the enjoyment of their own means of subsistence and development, and to engage freely in all their traditional and other economic activities
NAVIGATOR THEME	Participation in Public Life	Employment and Occupation
NAVIGATOR INDICATOR	Proportion of adult indigenous individuals who have the possibility to vote in elections for national and local government.	Special measures to promote employment of indigenous youth.

One Feather IMP Example:

INDICATORS AND FIVE DIMENSIONS

The three indicators come together to measure the outcome of "Indigenous sovereignty, prosperity, and identity through tradition, innovation and technology", in the first Dimension ("WHAT") of the IMP.

ONE FEATHER IMP EXAMPLE:



OneFeather



SUMMARY OF THE COMPANY'S IMPACT STATEMENT – RICP ASSESSMENT

Indigenous Wellbeing

UNDRIPI / INDIGENOUS NAVIGATOR

Participation in Public Life
Article.5 / Nav Indicator - Possibility to vote in national and local elections

Employment
Article 20(1) / Nav Indicator - Special measures to promote employment of indigenous youth.

Indigenous People are still disenfranchised and challenged in proving their identity which is needed for everyday tasks like banking, voting, updating status cards.

OneFeather is a National leader in dedicated Indigenous banking solutions, a truth center for digital Indigenous sovereign identity and data, community engagement, and election and voting services. OneFeather aims to:

- Cultivate change to enhance Indigenous resiliency by working to eliminate the pains of colonialism, systemic racism, and enable Indigenous sovereignty. Happier, healthier, more resilient through care, attention and respect.

- Return power to communities. Innovating tangible change. And prioritizing Indigenous voices throughout Canada.

WHAT	Indigenous Sovereignty* and strength by bringing together Indigenous People. The diversity of Identities is celebrated, and Indigenous People are empowered, sovereign, and lifted up. • 13 Nations added to OF App this period (proxy)* • Direct engagement with young Indigenous entrepreneurs: # gift cards given • 2.5% Revenues Donated to Indigenous People (28K in 2020, goal of 50K in 2021)	Positive & Important
WHO	Indigenous, Métis, Inuit Peoples of Canada. We consider Indigenous People as underserved, disenfranchised and specifically challenged in simple tasks like proving their identity. Baseline: (details needed)	Underserved
HOW MUCH	Scale • 275,000 active Indigenous member identities (goal of 500K) • 214 First Nations Depth • Status Renewals in 2020: [tbd] • Members voted in 2020: 74,000	Large Scale
CONTRIBUTION	It's early in RICP's investment (Fall 2020), but increased hiring and technology capabilities increases services and resources needed to scale.	

* Description of why the proxy is being used as a key indicator.



OTHER IMPACT INDICATORS

- # Average identity validating transactions
- # Inner circle members as growth indicator.

This is an emergent process, and we will continue to work with One Feather and the Portfolio Companies to create impact measurement that represents the impact and indicators that can be used to put light on the good that is happening and grow this impact further.



First People's House, University of Victoria, on the territory of the Songhees, Esquimalt and WSÁNEĆ Peoples

“IF YOU HAVE A DREAM, JUST ROLL WITH IT, IF YOU DON'T THINK YOU CAN DO IT, THINK OUTSIDE THE BOX BECAUSE I THINK EVERYBODY CAN DO IT”

– BOBBIE RACETTE, VIRTUAL GURUS

Portfolio Company Stories

THE RAVEN IMPACT TEAM HELD STORY SESSIONS WITH THE PORTFOLIO COMPANIES WITH THE INTENTION OF THE SESSIONS BEING CEREMONY. THE FOLLOWING ARE THE QUESTIONS THAT WERE ASKED AND THE ANSWERS ARE SHARED IN THE FOLLOWING PAGES

What was the spark that lit your fire?

If you think of your work as Medicine, what is the most potent Medicine that you offer?

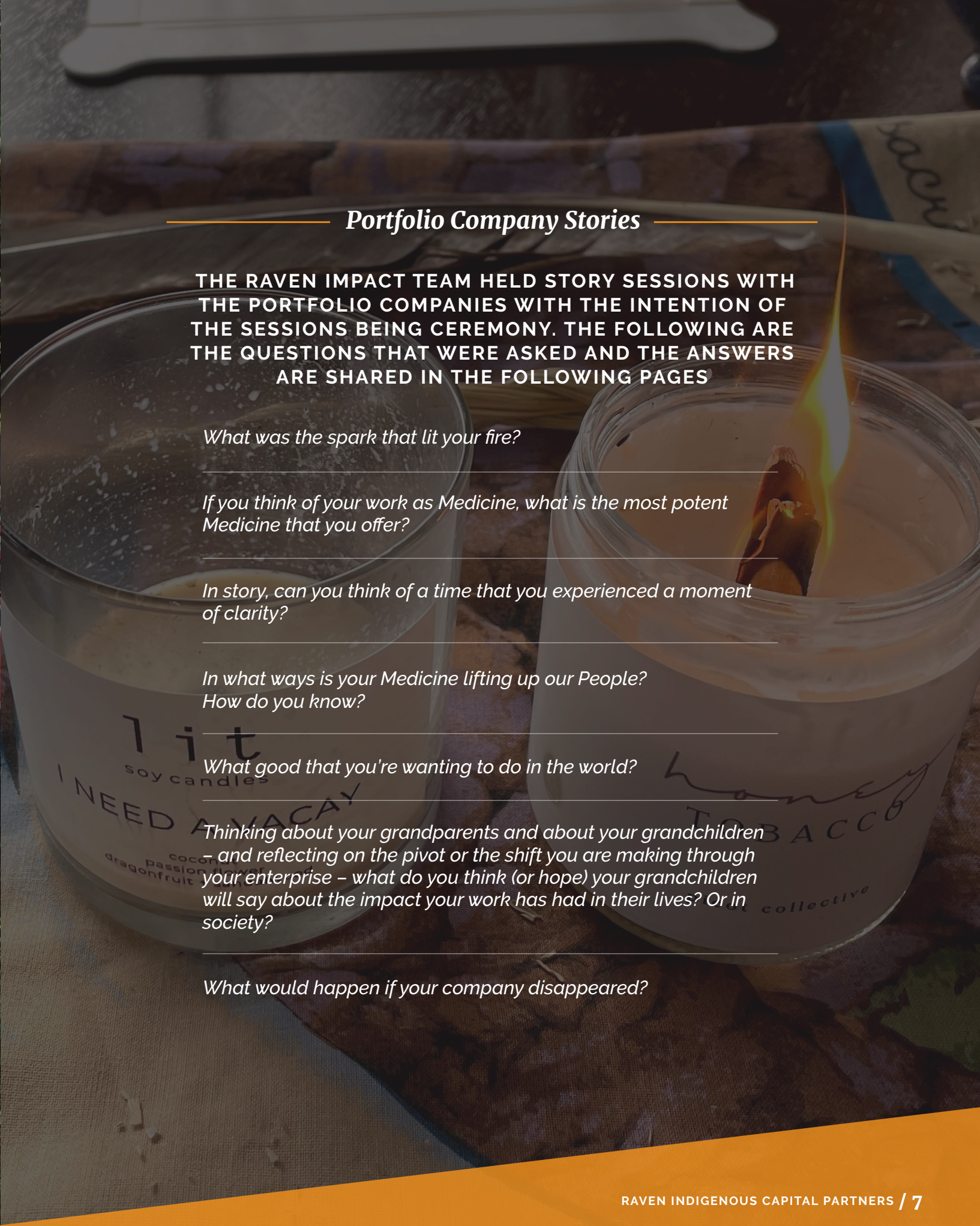
In story, can you think of a time that you experienced a moment of clarity?

In what ways is your Medicine lifting up our People? How do you know?

What good that you're wanting to do in the world?

Thinking about your grandparents and about your grandchildren – and reflecting on the pivot or the shift you are making through your enterprise – what do you think (or hope) your grandchildren will say about the impact your work has had in their lives? Or in society?

What would happen if your company disappeared?





What was the spark that lit your fire?

My early experience of impact-focused work started when I was 17, building websites for local Indigenous organizations, including the Métis Resource Centre, Senator Thelma Chalifoux's organization, and others. After going to work in Silicon Valley and experiencing a very materialistic and capitalistic environment, I wanted to use my skills and experience to do meaningful work for the community that raised me. We as Indigenous Peoples needed to share our own stories and voices, and the internet was a tool that allowed that to happen and amplify those stories and voices. – Jeff Ward, Animikii

If you think of your work as Medicine, what is the most potent Medicine that you offer?

Our Medicine is how we work as a team, supporting accomplices in the space. We respect different cultures, such as how different people celebrate holidays that are not the same throughout Turtle Island and creating collaborative workspaces that are welcoming and loving because love is our most important value. Our Medicine is how we try to lift up cultural knowledge; items, history, anything within the sacred space we try to lift up and be respectful, such as the Witness Blanket; Jeff once said, I don't work for the people who are paying me, I work for the Witness Blanket. I will be accountable to the Blanket in the decisions that I make coming into this project. – Robyn Ward, Animikii

In what ways is your Medicine lifting up our People? How do you know?

We evaluate all of our opportunities, projects, including pro-bono and giving back, to ensure that they in some shape or form lift up Indigenous Peoples by creating equitable outcomes for Indigenous Peoples and advancing reconciliation by helping non-Indigenous business be in relationship with Indigenous and values-centred businesses. – Jeff Ward, Animikii

Thinking about your grandparents and about your grandchildren – and reflecting on the pivot or the shift you are making through your enterprise – what do you think (or hope) your grandchildren will say about the impact your work has had in their lives? Or in society?

Indigenous communities and Nations are a huge driver of technology, society, and business, and I hope the next start-up 'darling' of Canada, like a Shopify or BlackBerry, can come from Indigenous entrepreneurs and communities. I hope to change stereotypes so that a few generations from now, when you say you're Indigenous, people will say, 'Oh, so you must be good at tech, huh?' – Jeff Ward, Animikii

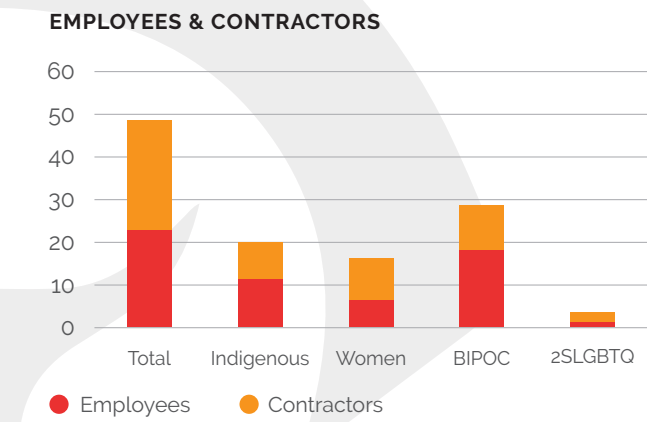


What would happen if your company disappeared?

We've started something that would continue to grow on its own even if Animikii wasn't there. I'd like to think that our team will be inspired to create their own version of Animikii that can grow in different ways. – Robyn Ward, Animikii

There would be a gap, a hole in people's hearts. And certainly, in mine. Our team members would be disappointed to have to go back to mainstream work environments. We've heard from many on our team that they feel like they have escaped all that and landed 'home'. – Jeff Ward, Animikii

Animikii has created a network effect. Everyone will not be able to network in the same way and create the shared knowledge and understanding. It would diminish the impact of everyone collaboratively, losing the network effect of having technologists, communicators and businesspeople working together so effectively to create a product that others could not have ever created. – Ian Capstick, Animikii



Indigenous (People & Firms), % Ownership: 100%

ESOP Available to Employees: Yes

	Employees	Contractors	Management	Board
Total	24	24	13	3
Indigenous	11	9	5	1
Women	7	9	5	1
BIPOC	17	11	8	1
2SLGBTQ	2	3	1	0

	Indigenous	Total
Hours Training / Upskilling Employees	50	55
Individual Customers or Users	2	2
Organisation Customers or Users	57	66





What was the spark that lit your fire?

A bit part of my spark came from a few challenging early experiences such as having a skin condition (polymorphous light eruption) that had me stayed indoors when I was young to be then bullied when I started going outside after medicine started working. My mom moved us to the city, and it was a little bit tough being known as Indigenous and having two LGBTQ moms who have been in a same-sex relationship for 45 years. I considered myself to be super skilled, smart, and capable, but when I started looking for work nobody was giving me the time of day. I felt that I was just being prejudiced against, classified, they weren't willing to give me a chance. This lit my fire to one day create something where I could give a chance to those who are often forgotten and left at the bottom of the barrel by society. When I get a status report now of the kind of people that we have and who's coming it inspires me, like an Indigenous gentleman with a disability in a wheelchair who works for us who has never been given the opportunity. Our people are fantastic, and I feel like my spark is just getting started – it's like there was a little flame the past 15 years and it's like now I found my calling from it. – *Bobbie Racette, Virtual Gurus*

If you think of your work as Medicine, what is the most potent Medicine that you offer?

My north star is all of my people that work for virtual Gurus – they are my reason and why, but I think my potent medicine is my story: I think I give hope to other Indigenous People and to people who don't necessarily fit the norm as an Indigenous LGBTQ woman and a CEO in tech. I'm inspiring a lot of people especially young Indigenous women who want to get out there now and start or grow their business. I'm even a bit maxed out at all the media requests. – *Bobbie Racette, Virtual Gurus*

In story, can you think of a time that you experienced a moment of clarity?

I was flown to a conference in Cape Breton, on the tip of Nova Scotia, to speak for seventy Indigenous youth who are interested in business and tech. They treated me like royalty, and even had a powwow for me. I jacked up their energy, I made a promo video that had a Tribe Called Red playing, and it was talking about me and all the awards. The youth were up on their feet and afterwards were asking, "can I take a picture with you?!" – they were inspired and even a bit star-struck. I have the ability to encourage these young kids that they can come out and do this too when they get out of school. I talk to them still to this day, some still in university, and some have invited me to their graduations because they said that I've inspired them. I think that was probably my pivot point -- realizing that this is what I was made to do and that I can turn Virtual Gurus into a really good story. – *Bobbie Racette, Virtual Gurus*

In what ways is your Medicine lifting up our People? How do you know?

My name was just added to the higher education dictionary as an Indigenous entrepreneur, and I receive emails daily from Indigenous Peoples wanting help or mentorship in business. So, I know my story is inspiring Indigenous Peoples. At Virtual Gurus we've hired our first Indigenous talent manager and she now focuses on providing the onboarding process for all of our indigenous folks through our Teepee program to become VAs which is a way of how you put up your Teepee and how you put your Teepee away. We tested this program on ten new VAs and every one of them sent me an email saying, thank you. It's those types of things that I realize that my medicine is helping people. – *Bobbie Racette, Virtual Guru*

What good that you're wanting to do in the world?

Most businesses are scaling tech or their product or service, but we're scaling people. It's tough because there's a lot of legalities, we have to be careful about our diversity and make sure that we're doing it right. We're building up the community, we're doing things in the backend, but there's so more; at our current growth trajectory we will need more than a thousand contractors by at least within the next seven to eight months we're dealing with that and trying figure out and automate the system. – *Bobbie Racette, Virtual Guru*

Thinking about your grandparents and about your grandchildren – and reflecting on the pivot or the shift you are making through your enterprise – what do you think (or hope) your grandchildren will say about the impact your work has had in their lives? Or in society?

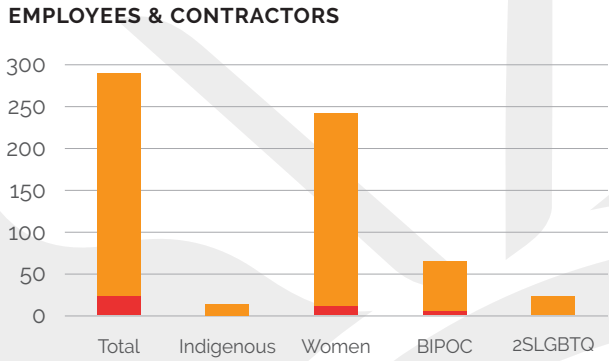
My mum motivates me to this day to inspire and care about people more than anything. She had her struggles as a Lebreton Residential School survivor, with 18 brothers and sisters, and she chose to leave and figure her way out. When my brother and I came into picture, she changed her life to protect us. The one quote that my mum had since I was young was, "Inspire one, Inspire a nation". She's always taught me: you always pay it forward, you always think about the people, you don't think about selfishness, you think about other people all the time. If I was to have children, that would absolutely be what I'd like for them to carry on. – *Bobbie Racette, Virtual Gurus*



Portfolio Company Stories: Virtual Gurus

What would happen if your company disappeared?

The reason Virtual Gurus is different from any of our competitors is because of the impact and mission of Virtual Gurus. "We're on a mission to create employment opportunities for underrepresented individuals. They're the reason we do what we do." We were created on an economic crisis. I got laid off when the recession happened, and I went and worked at a coffee shop where I started Virtual Gurus. Virtual Gurus is built to go beyond virtual assistance and remote work in the future and to support HR, bookkeeping and investing. I think that Virtual Gurus is set up to pivot very well if something does happen. – *Bobbie Racette, Virtual Guru*



Indigenous (People & Firms), % Ownership:
44%

ESOP Available to Employees:
Yes

	Employees	Contractors	Management	Board
Total	23	257	8	4
Indigenous	4	10	2	2
Women	14	228	6	2
BIPOC	6	62	1	2
2SLGBTQ	5	22	3	1

	Indigenous	Total
Hours Training / Upskilling Employees	105	682
Individual Customers or Users	N/A	449
Organisation Customers or Users	18	18



What was the spark that lit your fire?

The spark came from experiencing intergenerational trauma, from the healing journey of sobriety, and from a desire to provide good Medicine to our People, to increase our representation in this space, and to give back. – Jeff Cyr, Cheekbone Beauty

If you think of your work as Medicine, what is the most potent Medicine that you offer?

Cheekbone's medicine is being an inspirational beacon for youth and women as a contemporary business success story. Jenn Harper is a shining example for others, sharing artwork through innovation in the cosmetic space. Cheekbone literally has high visibility and speaks through a cultural lens which can drive big societal change, and also cut into a big market. – Jeff Cyr, Cheekbone Beauty

In what ways is your Medicine lifting up our People? How do you know?

We are broadening the horizon for what is possible. We are validating women warriors and culture, giving them pride, empowerment, and strength. It's an intergenerational shift pivot. Cheekbone beauty is giving a real sense of belonging to Indigenous women and to our People. – Jeff Cyr, Cheekbone Beauty

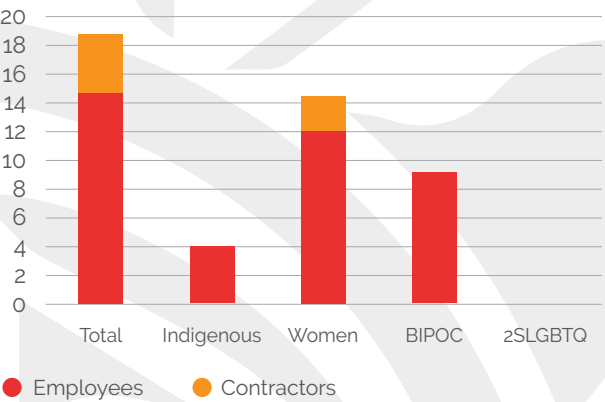
Thinking about your grandparents and about your grandchildren – and reflecting on the pivot or the shift you are making through your enterprise – what do you think (or hope) your grandchildren will say about the impact your work has had in their lives? Or in society?

I'd like to hear them say that we helped them feel pride in being themselves and that it's okay to be a cultural person, and that intergenerational Indigenous wealth in a modern economic context is a reality. – Jeff Cyr, Cheekbone Beauty

What would happen if your company disappeared?

It's not about a material loss rather a loss of the potential and hope for a strong enterprise for Indigenous People. The customer would feel the loss and wouldn't be buying what they believe in. There would be a loss of innovation without Cheekbone; a good example is that we've innovated with Indigenous owned winery and the use of natural wine waste ingredients into cosmetics and brought a circular economy approach between nations. – Jeff Cyr, Cheekbone Beauty

EMPLOYEES & CONTRACTORS



Indigenous (People & Firms), % Ownership: 98%

ESOP Available to Employees: No

	Employees	Contractors	Management	Board
Total	15	4	4	3
Indigenous	4	0	1	2
Women	12	3	2	1
BIPOC	9	0	3	2
2SLGBTQ	N/A	N/A	N/A	N/A

	Indigenous	Total
Hours Training / Upskilling Employees	-- Ongoing--	
Individual Customers or Users	N/A	N/A
Organisation Customers or Users	N/A	N/A





What was the spark that lit your fire?

My cultural and Indigenous community upbringing, like my Aunties who kept me accountable, was the spark that has only grown over time. Our Indigenous families and relatives are strong and resilient, and as we continue this journey, we are healthier, happier, even more resilient, and caring...which is our Indigenous wealth. – Lawrence Lewis, One Feather

In what ways is your Medicine lifting up our People? How do you know?

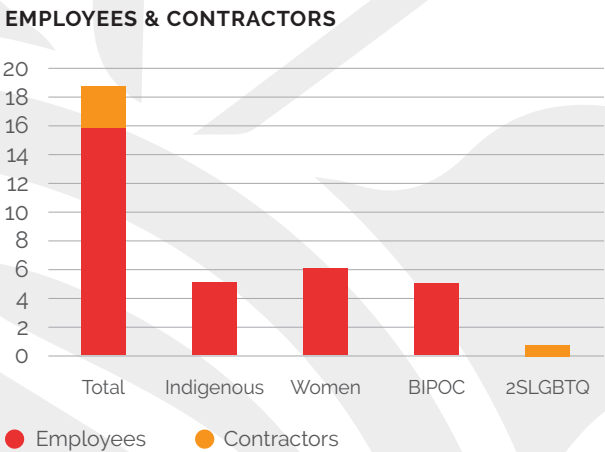
We are constantly returning to and operating from an Indigenous lens, the whole community buys in, and we always get the feedback we need. We know that we're successful because people tell us. We're growing at the right pace of integrity and equality, proving the system first, which is more purposeful than a fail-fast approach. Clarity is aligning with the truth and staying on the right side of the truth. – Lawrence Lewis, One Feather

Thinking about your grandparents and about your grandchildren – and reflecting on the pivot or the shift you are making through your enterprise – what do you think (or hope) your grandchildren will say about the impact your work has had in their lives? Or in society?

I would love it if they said that the barriers to participation in our democratic processes and in the economy had been removed. I hope the next generations say about me that, he loved our People. – Lawrence Lewis, One Feather

What would happen if your company disappeared?

Without One Feather, a whole chunk of the population is disenfranchised, disrespected, and left behind. Lifting up our People creates wealth. Without One Feather, it would create a void of values and principles with companies that don't align. I have to own the space and the change because what's at risk is lost treasures and love. [In Indigenous Tradition] the positions in the canoe are by design; Indigenous folks are designing how and what happens in this space. – Lawrence Lewis, One Feather

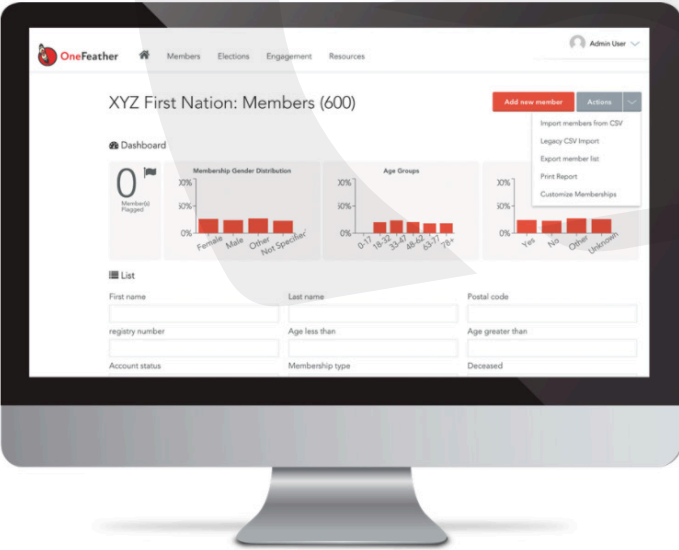


Indigenous (People & Firms), % Ownership:
80%

ESOP Available to Employees:
Yes

	Employees	Contractors	Management	Board
Total	16	3	3	3
Indigenous	5	0	2	3
Women	6	0	1	1
BIPOC	5	0	2	3
2SLGBTQ	0	1	0	0

	Indigenous	Total
Hours Training / Upskilling Employees	N/A	N/A
Individual Customers or Users	218	218
Organisation Customers or Users	283,323	283,323





What was the spark that lit your fire?

Plato is a continuation of what I've always tried to do; to create jobs and opportunities for people in New Brunswick. I want to make a difference for people. The spark for Plato came about out of my participation at Governor General's leadership conference on a trip to Kahnawake First Nation on the south side of the river in Montreal. We went on a bus through the reserve, back to this little school that was teaching the kids Mohawk language, which is not the provincial curriculum. When the kids came running out of the school into the parking lot, you could smell them, and it was because of problems with the water. On a reserve just south of Montreal, where you can see the city skyline, the water problem is so bad that you can smell the kids. Denis Carignan was on the trip with me, and the TRC report had just come out and as we talked about this, we realized that had to do something about it. This is what caused the mission that we are on -- that bus ride to that school. – Keith McIntosh, Plato

If you think of your work as Medicine, what is the most potent Medicine that you offer?

Our medicine is teaching people how to test software and giving them jobs as testers, but we are really giving people the opportunity to have self-respect, to realize that they are valuable and that people are willing to pay them, that they can make a living and receive honest pay for work -- they don't need to be dependent, and this creates dignity and pride within a person. If the Government is going to spend millions of dollars [on care services], why don't you spend millions of dollars changing the root cause rather than dealing with the result? And that comes down to giving individuals the ability to take care of themselves. – Keith McIntosh, Plato

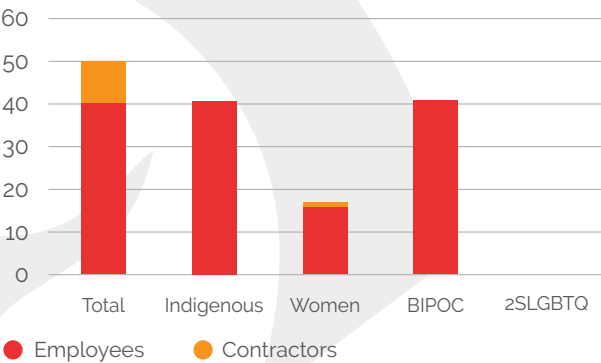
In what ways is your Medicine lifting up our People? How do you know?

Indigenous People take our course as a group of 15 people who typically don't know each other well. Every day is different; somebody has a good day or a bad day, and when they finish the class, we hire them, and they still work together. We're building a family / support group / team from day one that carries on into employment in the workplace. A good example is that one of the participants has seizures, and you see that it's often worse after a long weekend or holiday. He was having a seizure one day and we called an ambulance, and he had his head on someone's lap, and someone else is cleaning up after him – they take care of each other. Another team member now calls him on the weekends or if he doesn't show up to make sure he's okay, and another non-Indigenous employee helped him get to AA and got him a sponsor. Now that everyone is working from home, we all worry about him. Co-workers still check up on him. It's difficult to do this on your own - it makes a difference when you have a team. – Keith McIntosh, Plato

What would happen if your company disappeared?

We're not just giving a person a fish, we teach them how to fish, give them a place to fish, and also stock the pond. You need to learn how, you need the opportunity and there needs to be something there to catch -- the idea is to teach, incubate, and employ, and this idea is not going to go away, people are hearing it and doing something about it. If Plato goes away right now, we haven't proved it to scale, we won't have the opportunity to make this a shining example of success to replicate in other industries. – Keith McIntosh, Plato

EMPLOYEES & CONTRACTORS



Indigenous (People & Firms), % Ownership: 15%

ESOP Available to Employees: Yes*

*ESOP available for Indigenous employees.

	Employees	Contractors	Management	Board
Total	41	9	3	4
Indigenous	41	0	1	0
Women	16	1	0	1
BIPOC	41	0	1	N/A
2SLGBTQ	N/A	N/A	N/A	N/A

	Indigenous	Total
Hours Training / Upskilling Employees	6003	6003
Individual Customers or Users	-	-
Organisation Customers or Users	N/A	20





What was the spark that lit your fire?

My spark has been my child, Esme (which means well loved). When you have children your whole world changes; the things that you are capable of doing and the things that you decide are going to happen is far different than when you are a single person. My spark still continues to be about her and giving her a more expansive knowledge about the world.

For so long, our people, have had a very narrow view and perspective of what life is. When you can bring economic freedom to people, they can see things a lot clearer, they are a lot more optimistic, and they have the capacity to dream. My daughter is going to be able to dream as big as anybody and know that it's within her own capacity to do anything that she wants, and she will never be limited by stereotype or anybody else's perspective.

A lot of settlers have generational wealth, and we don't, but we're building that capacity today to give our families and children more opportunity.
– Patrice Mousseau, Satya

In what ways is your Medicine lifting up our People? How do you know?

The medicine in inherit in our work; It's melded into everything that we do. We're always thinking about how we give back; how do we help community; how can we go farther? This year for Indigenous day, we brought a group of Indigenous businesses to do giveaways and share each other's social media. From everyone that is part of the giveaway 20% is going to the Clan Mother's Healing Village in Manitoba (www.clanmothers.ca), we've partnered with them before. You just think of it; in our day-to-day life what part of what we're doing is giving back?
– Patrice Mousseau, Satya

We have Indigenous people that work in our company, including myself. We are role-modeling for a lot of people, but we are really focusing on being there for other Indigenous entrepreneurs, other female entrepreneurs, building community, talking to them, being a phone call away, lifting people up through relationships. It's my medicine too, it's helpful to other people but it gives so much more back to me and it's something I want to do more of.

We're being a story that people can here. By sharing we help people see other possibilities.

People come to me and say, I heard you speak, and you were so vulnerable and open, and I realized that I could do something like that, and it is time to just go for it

We're not shooting for a target; it's never one and done, for me I'm always questioning how I can do better, asking myself if I'm I am doing the right thing, in the right way, positively impacting the environment and people.

We're also always iterating the company itself. Right now, we have a small company and we're tight, we're family, and we're working on ways to keep the family structure as we grow. Our goal is to keep that connection.
– Patrice Mousseau, Satya

In story, can you think of a time that you experienced a moment of clarity?

I was desperate and looked everywhere as the doctors weren't helping and the other things out there were garbage. I did it because I needed to help my baby and then it just kind of evolved.

There is clarity when I see pictures that people send of themselves or their kids and hear their stories; like from an Elder's dad wouldn't do anything and their skin was terrible until they finally got him to use our product and they loved it, or about the father of my best friend who just died of cancer. The cancer was in his spine, and he had surgery on his spine which these big scars – and all the while he was using my product. This man was the hardest man in the world; he was a welder, who smoked and never spoke. The fact that he was using my product to comfort him was really powerful. – Patrice Mousseau, Satya

What would happen if your company disappeared?

If Statya disappeared, I have a lot of ideas for products, sharing knowledge, and even a TV show that's been on the backburner for a long time. Or even maybe go live in the bush and grow stuff.

There's been times that it's been tough, and I've wondered what I'm doing this for. I know I 'm doing it for Esme, I know I'm doing it for myself, and I know that I'm doing it for community, but sometimes it's so hard. The thing that keeps me going is the fact that if I don't do it there are people out there who won't have the product and that means a lot. They will be in pain and suffering and they're not going to have better options. It's not just the physical pain, it's the pain of feeling hopeless and helpless when you can't help people who you love. This gives them the tools to actually do something to make their children or parent feel better.
– Patrice Mousseau, Satya



If you think of your work as Medicine, what is the most potent Medicine that you offer?

My medicine is about giving people the ability to help themselves others that they love. It was gut wrenching to see my baby in pain, bleeding, scratching, and sick. Now I'm giving other people the tools to help their children to not feel powerless or take something that can potentially be damaging to them.

It's also helping people deal with the emotional impact and how debilitating it can be. I've had people crying when talking to me about finding something that can finally work so people don't stare at them. They could shake people's hands again without being worried that someone is going to think that they are diseased
– Patrice Mousseau, Satya

Portfolio Company Stories: *Satya*

Thinking about your grandparents and about your grandchildren – and reflecting on the pivot or the shift you are making through your enterprise – what do you think (or hope) your grandchildren will say about the impact your work has had in their lives? Or in society?

I hope they will be extremely proud of who they are and where they came from, which is something that I have. I want them to not have any restrictions around them. I want them to have this living culture around them, not just something that we only get to do when we're together, but that is literally part of our lives,

regularly, every day when we go out and look in the world, we see ourselves reflected there. It's not the way it is here right now – it's success, power, and wealth, that has influence.

I hope they'll laugh somehow, "she's interesting, granny was a bad-ass". That's what I think about with my granny. My granny, Monica Mousseau was so short, she used to have a block of wood that was covered with carpet that she had to put underneath her feet otherwise her feet didn't reach the ground. Beer and baloney sandwiches, that woman.

– Patrice Mousseau, Satya

I think she'd be amazed at where we are today, and I'll be amazed at where my grandchildren are. I see our product being a role-model for other products, for other companies to consider, that their product doesn't have to be the cheapest, longest lasting on the shelf, but that people are interested in receiving good medicine through good products. Other companies will see that I was able to do it with my limited resources and that will hold them accountable that they should be able to do better with their much bigger resources.

I hope the products will continue on and expand and that we can find other wonderful things that we can use because it's really needed and necessary. Modern pharmaceuticals haven't been around that long and there is so much incredible knowledge out there that we can share with people.



START UP
CANADA

PODCAST

THE STORY OF AN
INDIGENOUS MAKER

Host
Rivers Corbett
startupcan.ca/podcasts

Guest
Patrice Mousseau
Founder & CEO, Satya Organics

First People's House, University of Victoria, on the territory of the Songhees, Esquimalt and WSÁNEĆ Peoples

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What was the spark that lit your fire?

My spark is our culture. We are all related, we're just in varying levels of relation and connectedness to the land, history, and understanding. When we get more and more distant from those connections and from our understanding of our relatedness, we tend to make worse decisions. At Nistolink we're aiming to bring ourselves back into those relationships. — Jacqueline Cardinal, SAG/Nistolink

If you think of your work as Medicine, what is the most potent Medicine that you offer?

Nistolink is helping to empower people not only to make better policy decisions, to make better decisions in their own businesses and in their own lives, but it helps people conceptualize and see their own personal power differently, and to see themselves as Medicine. We're bringing the understanding that we are related in a very tangible way. — Jacqueline Cardinal, SAG/Nistolink

In what ways is your Medicine lifting up our People? How do you know?

It's really important that we have Indigenous women in this company. People can see, oh, that person is doing it, I can too. In addition, there is ensuring that there is a true understanding and receptiveness on the part of non-Indigenous entities and Individuals. I understand for me why it's important to make space for Indigenous People in our companies to have Indigenous community prosperity and a mindset of abundance, that when you engage and lift up Indigenous communities that you also benefit and that it's not an either/or. — Jacqueline Cardinal, SAG/Nistolink

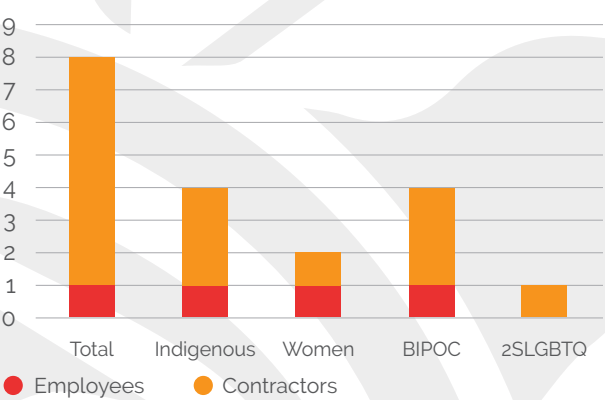
Thinking about your grandparents and about your grandchildren – and reflecting on the pivot or the shift you are making through your enterprise – what do you think (or hope) your grandchildren will say about the impact your work has had in their lives? Or in society?

I hope that they find it kind of funny that we needed to do this work in the first place, that it's so obvious that this was going to happen, like sense of inevitability that the future that they are living in was always going to happen and that there weren't any kind of precarious moments, so they feel that sense of security that this was always going to happen that way. I hope in that way they don't think about the work that we did at all, they feel strong and secure, and they can make the best decisions that they can to meet whatever they are with. I hope that there isn't a sense of needing to push as much to do the work that they need to do, but that they can be really present in their work and bring their whole selves into their work, that they can create beautiful art and build really strong things and explore new areas and they don't need to contend with anything extra. — Jacqueline Cardinal, SAG/Nistolink

What would happen if your company disappeared?

Without NistoLink there would be a big delay that would take place broadly. I'm concerned that we're in this time where equity diversity and inclusion is at the forefront of people's minds and I'm not convinced that this is here to stay forever, I think we have an opening as Indigenous people to step into these spaces and if we miss the window, it's not that there won't be another one, but it might not be for a while. So, we need to strike while the iron is hot and take this forward. — Jacqueline Cardinal, SAG/Nistolink

EMPLOYEES & CONTRACTORS



Indigenous (People & Firms), % Ownership: 11%

ESOP Available to Employees: --

	Employees	Contractors	Management	Board
Total	1	7	4	5
Indigenous	1	3	2	2
Women	1	1	1	1
BIPOC	1	3	1	2
2SLGBTQ	N/A	1	1	1

	Indigenous	Total
Hours Training / Upskilling Employees	N/A	N/A
Individual Customers or Users	N/A	N/A
Organisation Customers or Users	N/A	N/A

STORY BY JACQUELINE CARDINAL, SOCIAL AWARENESS GROUP, IN RESPONSE TO QUESTION ABOUT FUTURE GENERATIONS.

Growing up I had a connection to culture through a masculine lens. In my dad's family they had medicine *men*, the teachings recorded were more *men*, all the stories in the commissioner's notes were about the *men* in the family, and even the treaty signatories were both *men*. So, for me, trying to connect with culture was difficult because I felt like "that's not for me". It was challenging trying to start to reach out and connect with culture as I got older.

But the thing that opened the door for me to truly connect was talking with one of the elders that I get to work with and hearing the stories of how when in the actual negotiations of the treaties, the commissioners came in and they only wanted to have men as part of the conversations and negotiations. Our community was really confused by it, because in our ways, it was usually the *iskwew*, the life-givers, the mothers, that would make a lot of these decisions.

The community respected the request of these newcomers in order to make treaty, but what the *iskwew* did is they agreed to wait out of sight of where the negotiations were taking place and every once and a while, the Indigenous men who were negotiating the treaty on behalf of them would leave the tent for a while and come back to re-engage with the negotiations.

Hearing this in the oral histories, I understood what was happening was that the men would go over to the waiting *iskwew* and say, "This is what the commissioner said, how should we respond? What do we need to remember?" And the *iskwew* would remind them of the medicines, education, about protecting our spiritual practices, and many other things.

It was in that moment that I realized that we were present, *iskwew* were *very* present, but it just wasn't that obvious at the time because they couldn't be as visibly present as they wanted to be because of the systems at play. These stories really opened up a door to understand that *iskwew* being a part of these conversations isn't new, being a part of building a future is not new, and it's something that I reflect on often in this work.



*First People's House,
University of Victoria, on the
territory of the Songhees,
Esquimalt and WSÁNEĆ
Peoples*