



2015 Employment Equity Narrative Report

Inclusion makes
us stronger



Introduction to Scotiabank

“ The diversity of Scotiabank’s workforce is an advantage we must increasingly embrace and further leverage to better serve our more than 23 million customers. I personally, and the senior executive team, are fully committed to this objective. ”

– President and Chief Executive Officer



23 million
customers

Scotiabank is Canada’s international bank and a leading financial services provider in North America, Latin America, the Caribbean and Central America, and Asia-Pacific. We are dedicated to helping our 23 million customers become better off through a broad range of advice, products and services including personal and commercial banking, wealth management and private banking, corporate and investment banking, and capital markets.

The Bank delivered sound financial results in 2015.

- \$24 billion of revenue
- \$7.2 billion of net income
- Assets of \$856 billion

Our global team of nearly 89,000 Scotiabankers work together to drive business growth by embracing a culture of inclusion and teamwork with a keen focus on our customers. Scotiabank’s continued growth and success is founded on several key factors:

- A committed team sharing the same values that works together to provide customers with expert advice, insights, and financial solutions.
- A highly diversified and well-balanced business, operating within a clearly defined global footprint.
- A strategy with clear priorities that help us build an even better bank: being more focused on our customers; enhancing leadership depth, diversity and deployment; driving digital transformation; and being better organized to serve customers and reduce costs.



89,000 Global
38,000 Canada
employees

Inclusion Makes Us Stronger

“Being an inclusive workplace isn’t just a nice ideal; it’s a business imperative and essential aspect of our performance-oriented and customer-focused culture. The insights and knowledge that each of us gain from embracing a culture of inclusion wherever we operate not only makes Scotiabank a great place to work, it makes us a great place for our customers to do business.”

– Group Head and Chief Human Resources Officer

As Canada’s International Bank, Scotiabank is a leader when it comes to inclusion. The Bank serves more than 23 million customers globally with employees speaking more than 100 languages and hailing from more than 120 countries. The Bank’s inclusion journey has evolved over its many years in business through valuing differences and aspiring to create inclusive environments. Providing an inclusive environment enables customers and employees to achieve their best.

Under the recently adopted “Inclusion Makes Us Stronger” banner, the Bank demonstrates its commitment to inclusion through its people and practices. Scotiabankers focus on continuously building their understanding of customers, and one another, through the inclusion of varied perspectives, backgrounds, and experiences.

Inclusion at Scotiabank



Belief

Inclusion is the action that delivers the benefits of diversity.



Approach

Through our people and our practices, we build our understanding of our customers and each other, creating an environment where we amplify and leverage our differences to innovate and perform.



People

Every Scotiabanker has a role in creating an environment where people feel involved, respected, valued, connected, and are able to bring their authentic selves to work.



Impact

Embracing a culture of inclusion wherever we operate makes Scotiabank a great place for our customers to do business – as well as a great place to work!



Leadership Commitment



Employee Experience



Focus Areas



Employment Equity

Inclusion of Women

Representation

Women	Scotiabank		Labour Market Availability
	2015	2014	
Overall	62.5%	64.5%	50.4%
Senior management	34.4%	35.4%	27.4%
Middle management	50.3%	48.8%	38.9%
Professional	52.7%	54.5%	40.7%



Best Workplaces in Canada for Women – Great Place to Work Institute

One of Scotiabank's leadership priorities is to develop leaders who reflect its customers and employees. Increasing the representation of women in leadership roles involves a continued focus on identifying and developing women at the executive level.

Partnerships and Community

- **Women's Executive Network.** Co-presenting sponsor for the breakfast series of 45 events in eight cities and Canada's Most Powerful Women Top 100 Awards and Leadership Summit.
- **Women of Influence.** Sponsored the evening series of 10 events in Calgary and Toronto.
- **Catalyst.** Sponsored the Employee Resource Leadership Initiative Conference as well as the Catalyst Canada Honours reception.
- **Portraits of Canadian Women Who Inspire.** Sponsored Canadian visual artist Gerda Neubacher's book with the goal of empowering women to pursue their dreams. Fifty copies of the book were donated to libraries across Canada.
- **YWCA's Women of Distinction.** Sponsored the Awards Gala in Regina. Regent Park's Branch Manager presented the Community Leadership and Enhancement award.
- **Canadian Board Diversity Council.** Founding member. Sponsored 3 senior women to attend in-depth training on Board governance. Our own Board comprises 33% women, outperforming the financial industry average of 27%.

Leadership Commitment

“Let's make this about inclusion – that's an action. It reflects the fact that if we want things to change, we need to DO something. That is why I am proud to be part of introducing HeForShe @ Scotiabank. We have an opportunity to be part of a global effort to engage men in removing the social and cultural barriers that prevent women from achieving their potential.”

– Executive Vice President,
Retail Payments, Deposits, and Unsecured Lending

Recruitment and Employee Engagement

- **Scotiabank Women's Connection.** There are more than 30 grassroots women's groups focused on professional development and leadership. In 2015, the leaders came together to create the Council of Chairs to share best practices and align with the Bank's approach to inclusion. The council meets every other month and is chaired by the Executive Champion for Women – the EVP of Retail Distribution.
- **Women in Capital Markets.** The Return to Bay Street program helps professional women re-launch their careers after two or more years absence from the capital markets industry. The Bank offers paid internships in the Global Banking and Markets group.

International Women's Day

In recognition of this important day, Scotiabank celebrated with employees and the community. The Executive Champion for Women launched the day with a letter to Scotiabankers inviting them to share stories about how they “Make It Happen” for gender equality. This spurred much discussion on our internal social media platform, Scotiabank Live, with employees and executives sharing stories and taking photos with the hashtag #MakeItHappen. The Bank also supported Plan Canada's global initiative *Because I am a Girl* with a donation of \$30,000.

Inclusion of Visible Minorities

Representation

Visible Minorities	Scotiabank		Labour Market Availability
	2015	2014	
Overall	27.6%	28.5%	23.5%
Senior management	14.7%	15.4%	10.1%
Middle management	28.4%	28.3%	15.0%
Professional	32.1%	32.3%	25.7%

-  Best Multinational Workplace – Great Place to Work Institute
-  Canada's Best Diversity Employer – Mediacorp

Recruitment and Employee Engagement

Scotiabank continued to build a support system for newcomers to Canada. The Bank works with partners to rapidly integrate skilled immigrants into the workplace while offering Scotiabankers the opportunity to develop skills in coaching, leadership, and cross-cultural competencies.

Toronto Region Immigrant Employment Council

- **The Mentoring Partnership.** TRIEC awarded Scotiabank with a special recognition for a new milestone in mentoring more than 1,000 skilled immigrants. Since 2005, Scotiabankers have coached newcomers in the skills required to successfully find employment in Canada.
- **Professional Immigrant Networks.** Scotiabank renewed its commitment to supporting newcomer associations to connect, collaborate and help their members find meaningful employment.
- **Immigrant Employment Initiatives Advisory Committee.** Scotiabank provided expertise and advice to TRIEC to develop initiatives aimed at integrating newcomers into the workforce. The committee meets quarterly to review industry and demographic trends and incorporate research insights into programs aimed at increasing immigrant employment.

Leadership Commitment

“As Canada’s international bank, we appreciate just how important newcomers are to both our communities and to our workforce. We are proud to support the professional immigrant networks associations as they work to create opportunities for their members to find meaningful employment and build stronger communities in the process.”

– Director, Branch Customer Experience & Multicultural Banking

Partnerships and Community

- **ACCES Employment.** Sponsored the Financial Services Connections pre-employment training program, Immigrant Employment Week, and speed mentoring.
- **Black Business and Professional Association.** Supported the National Black Business and Professional Convention, the Harry Jerome Awards, and the National Scholarship Fund.
- **Canadian Centre for Diversity and Inclusion.** Founding partner and national ally sponsor for the first UnConference. Cross-industry member of the Employment Equity Practitioners Group.
- **Hire Immigrants Ottawa.** Sponsored the annual Employer Council of Champions Summit and Employer Excellence Awards.

Multicultural Banking

Scotiabank’s StartRight program addresses the banking needs of new immigrants. The Bank offers pre-arrival account opening, multilingual services, discounted products, assistance in understanding Canadian finances, and advice along their settlement journey. It is an extensive program to help newcomers establish a firm footing to reach their financial goals.

Inclusion of Aboriginal People

Representation

Aboriginal People	Scotiabank		Labour Market Availability
	2015	2014	
Overall	1.2%	1.4%	1.8%



Workplace Inclusion Leadership Award – Aboriginal Human Resource Council

The Aboriginal recruitment consultant continued to develop relationships with partners, academic institutions, and communities in an effort to increase Aboriginal hiring and retention.

Recruitment and Employee Engagement

- **Career Website.** Aboriginal Talent career microsite allows job seekers to self-identify as Aboriginal and explore career opportunities with the recruitment consultant.
- **Internships.** Placed eight Aboriginal candidates in internships with the intention of offering full-time employment upon successful completion.
- **Mentorship Circle.** Developed a program to pair new Aboriginal employees with senior Aboriginal Scotiabankers to offer career advice.
- **Recruitment Consultant Training.** Partnered with Aboriginal Link to build strategies to find candidates, engage them during interviews, and build a foundation for long-term retention.

Partnerships and Community

- **Aboriginal Human Resource Council.** Founding partner of the Business Leaders Network and Leadership Circle. Delivered a webinar “Financial Services Career: 5 Things That Might Surprise You” to 35 youth.
- **Belcourt Brosseau Metis Awards.** Sash Partner for the annual awards gala hosted by the Edmonton Community Foundation.
- **First Nations University of Canada.** Awarded bursaries to first year Aboriginal students with demonstrated community involvement and academic excellence.
- **Gold Level Re-certification for Progressive Aboriginal Relations.** Canadian Council for Aboriginal Business Relations recognized the Bank’s continued dedication to Aboriginal initiatives and activities in support of prosperous communities.
- **Indspire.** Supported the Building Brighter Futures Scotiabank Business and Commerce Bursary Award for youth.
- **Martin Aboriginal Education Initiative.** Partnered to support the on-reserve youth entrepreneurship program, the first of its kind in Canada.
- **Saskatchewan Indian Institute of Technology.** Awarded scholarships to four students.
- **University of Regina.** Partnered to create the Scotiabank Aboriginal Entrance Award which pledges \$150,000 over five years.

Recruiting Events

- Aboriginal Futures
- Aboriginal Human Resource Council’s Inclusion Works
- Centre for Aboriginal Human Resource Development
- Indspire’s Soaring: Indigenous Youth Career Conference
- Joint Economic Development Initiative, New Brunswick
- Manitoba Metis Federation
- National Aboriginal Virtual Recruitment Fair to reach remote regions
- Native Education College
- Princes Charities of Canada
- Red River College
- Saskatchewan Indian Institute of Technologies
- Thompson Rivers University
- Young Entrepreneurs Symposium

Inclusion of People with Disabilities

Representation

People with Disabilities	Scotiabank		Labour Market Availability
	2015	2014	
Overall	4.1%	4.6%	5.2%
Management	4.2%	4.3%	4.3%
Professional	3.3%	3.7%	3.8%

Partnerships and Community

- **Canadian Hearing Society.** Organized a mock interview session to assist job seekers in practicing and preparing for interviews and selected two candidates for future opportunities.
- **David C. Onley Award for Leadership in Accessibility.** Participated in the judging panel and identified six recipients of the award.
- **National Business & Disability Council at the Viscardi Center.** Corporate partner.
- **National Educational Association of Disabled Students Scholarship Award.** Granted to disabled students in business, IT, or finance.
- **Ontario Association of the Deaf.** Participated in the Mayfest employer and supplier show.
- **Ontario Job Opportunity Information Network.** Sponsored the annual employer conference and ERG symposium.
- **Partners for Mental Health.** Corporate partner and supported mental health awareness with the *Not Myself Today* campaign.

“ At every meeting or presentation, I require my accommodations because they help me understand 100 per cent – not 50 per cent. It is helping me improve my work skills and knowledge. Scotiabank is supporting me being better at my job. ”

– Deaf Scotiabanker and Chair, *DiversAbility Alliance*

Leadership Commitment

“ Working with our HR and management team, we are actively exploring ways to cultivate opportunities for people with disabilities across our IT workforce. ”

– Executive Vice President and Co-Head, Information Technology

Recruitment and Employee Engagement

- **Accessible Canadian Banking Recruitment Initiative.** Conducted focus groups with hiring managers and employees with disabilities to identify gaps in the recruitment and selection process. Enhanced our recruitment, selection, and onboarding process to ensure accommodation.
- **Career Events.** Participated in more than 10 events: employer conferences, exhibitions, networking sessions with hiring managers, and career fairs at colleges, universities, and disability associations.
- **Career Website.** Access Your Career microsite offers the option to self-identify in the recruitment process and provides information on accommodation.
- **Internships.** Placed seven disabled candidates in two internship programs: Career Edge and Employment Equity Recruitment Initiative.
- **Learning Events.** Hosted guest speakers for training sessions.
 - Bias-Free Interviewing
 - Hearing Loss
 - Accessibility for Ontarians with Disabilities Act with David Onley
 - Ready Willing and Able – Autism Spectrum Disorder
- **World Day of Persons with Disabilities.** The Bank’s Chief Financial Officer unveiled a manager’s guide and a pocket guide with tips for serving customers with disabilities.

Inclusion of LGBT+ Communities

Scotiabank is committed to fostering an inclusive environment for employees and customers who are members of LGBT+ communities. LGBT+ is the acronym that represents people who identify as lesbian, gay, bisexual, transgender, transsexual, two-spirit, queer, questioning, intersex, asexual, allies, and other people marginalized on the grounds of sexual orientation, gender identity, and gender expression.

Partnerships and Community

- **LGBT+ Influencers Celebration.** Hosted a reception for customers, politicians, activists, and thought leaders.
- **Pride at Work Canada.** Founding corporate sponsor. Participated in networking events and sponsored the annual Flair for Life Fife House fundraiser.
- **Scotiabank AIDS Walk for Life.** Title sponsor, supported and driven by a partnership between our Pride ERG and Marketing department. Scotiabankers walked in 35 cities across Canada.

Recruitment and Employee Engagement

- **Out on Bay Street Conference.** Since 2007, the Bank has sponsored the annual career conference for LGBT+ students and young professionals.
- **Pride Parades.** Hundreds of Scotiabankers marched in parades in Calgary, Halifax, Montreal, Toronto, Vancouver, and Winnipeg.
- **Pride in Mexico.** Scotiabank's Pride ERG in Mexico is at the forefront of the LGBT+ journey. In June 2015, they launched a campaign for employees around inclusion and LGBT+ communities. Scotiabank participated in numerous community activities, marched in the Pride parade, and sponsored a Diversity Workplace meeting for large multinationals operating in Mexico to discuss issues of inclusion.

Case Study: Pride Includes Customers

The Scotiabank Pride employee resource group took major steps forward in 2015. They made a compelling business case for spreading the Bank's inclusion message to the community during Pride month in June.

The Marketing department developed a broad-based campaign:

- Adorned branches in rainbow wraps at key Toronto, Montreal, and Vancouver locations along Pride parade routes.
- Advertised on 8,000 bank machines across Canada and 250 elevator screens in Toronto.
- Distributed Pride-themed kits to branches.
- Launched the Scotiabank Proud website to showcase our inclusive culture for LGBT+ employees and customers.

A manager's guide was also developed to help encourage conversations around Pride month, LGBT+ communities, and Scotiabank's inclusive culture.



Support for LGBT+ communities was highly visible

Pride activities were held across the country and hundreds of employees marched in Pride parades, proudly sharing the message that Inclusion Makes Us Stronger. The response from customers was overwhelmingly positive. Scotiabank is now recognized as a strong ally and rated as the bank of choice by LGBT+ communities.

Leadership and Consultation on Inclusion

Inclusion Council

Scotiabank's Inclusion Council sets the strategy and tone from the top. It is chaired by the Bank's Group Head and Chief Human Resources Officer and includes a number of Executive Vice Presidents and Senior Vice Presidents from across the Bank.

Founded in November 2014, the council's primary objectives are to:

- Monitor, promote, and role model a culture of inclusion and diversity of perspectives for better business results.
- Embed diversity and inclusion in strategic business initiatives.
- Enhance leadership development that promotes open-mindedness and cross-cultural awareness.

Inclusion Research

In November 2015, Scotiabank conducted employee inclusion research with the objective of exploring the awareness, meaning of, and barriers around creating an inclusive workplace for Scotiabankers. This was achieved by engaging both employees and the executive team across several countries through a short survey, followed by online bulletin board focus groups.

The outcome of the highly engaged discussions validated the Bank's focus on inclusion and provided guidance on how to make progress in the future.

Scotiabankers believe that as an international bank, inclusion should remain a top priority for the Bank as a whole, and this can be achieved by leadership action, education, and integration of inclusion into programs.

-  Best Workplace in Canada – Great Place to Work Institute
-  Top 150 Employer Brand in Canada – Randstad
-  Canada's Top Employer for Young People – Mediacorp
-  Most Supportive Employer to Canada's Reserve Force – Canadian Armed Forces Liaison Council

Leadership Commitment

“ At Scotiabank, we are part of a diverse and global team. Our ability to effectively understand and work with one another is critical to our current and future success. Equality of voice, opinion and contribution allows us to celebrate and learn from the diversity of our workforce. ”

– Executive Vice President,
Retail Distribution

Scotiabank Employment Equity Council

The council comprises employees from all levels and business lines in Canada, ensuring a mix of diversity from all designated groups. The council provides input on the Bank's approach to diversity and inclusion, programs and policies, and the People Plan, which measures Scotiabank's progress toward achieving diversity goals and compliance with Canada's *Employment Equity Act*.

The members meet semi-annually to review the Bank's results and explore ways to attract and retain diverse talent and ensure that policies and programs are inclusive of all groups. The council contributes valuable guidance on external partnerships, accommodation policies, diversity and inclusion training programs, and special events.

Employee Feedback Channels

- **Scotiabank Live** is a global internal online community for Scotiabankers to connect, communicate and collaborate with one another across businesses and geographies in support of the Bank's customers. The President and CEO frequently communicates through Scotiabank Live, giving employees a window into the Office of the President and CEO and improving overall transparency.
- **Team Voice** enables Scotiabankers to provide feedback on policies and processes that impact their ability to be leaders in customer service.

Engagement, Education, and Development

Employee Resource Groups

Scotiabank supports Employee Resource Groups – grassroots initiatives that amplify the voice of our diversity. ERGs promote affinity, employee development, awareness, and business impact. These groups span gender, age, ability, sexual orientation, and ethnicity, and are located across Canada and in some global locations. They are a source of knowledge and insight to help better understand the needs of employees and customers.

Employee Resource Groups

- China Banking Forum
- HOLA (Hispanic Organization for Leadership and Advancement) Scotiabank
- Scotiabank Aboriginal Network
- Scotiabank Alliance for Mental Health
- Scotiabank Caribbean Network
- Scotiabank *DiversAbility* Alliance
- Scotiabank Intercultural Alliance
- Scotiabank Pride
- Scotiabank South Asian Alliance
- Scotiabank Young Professionals
- Scotiabanker Association
- Scotiabank Women's Connection

Inclusion Days 2015

Scotiabankers celebrate special days to promote the Bank's diversity and build on our culture of inclusion. These days build knowledge and understanding, help initiate dialogues, motivate involvement, and create an environment where everyone feels included and respected.

- International Women's Day – March 8
- Cultural Diversity – May 21
- Pride Month – June
- Indigenous Inclusion – August 9
- Mental Health – October 10
- People with Disabilities – December 3

Manager guides to support inclusion days are action-oriented and include practical ideas for NOW, NEXT, and ALWAYS so the celebration does not end when the day is over. As well, the guides provide ideas to support employees in delivering an inclusive experience to customers.

Formal Learning

At Scotiabank, continuous learning sets the stage to create, support, and reinforce an inclusive culture. Scotiabankers gain the knowledge to better understand others' needs, perspectives, and rights through learning programs such as managing diverse teams, improving cross-cultural relationships, and understanding workplace diversity.

Every employee has access to programs that cover a variety of topics: leadership, communication, business and technical skills, and regulatory compliance. Courses are offered in-class, online, and via a library of over 4,000 self-paced offerings. *GlobeSmart* is a cultural intelligence tool that provides information on how to conduct business effectively with people around the world.

The Bank's policy-based learning programs send a clear message about the depth of our commitment to employment equity. All employees in Canada are required to acknowledge and comply with the Guidelines for Business Conduct, supplemented by annual training on Integrity and Ethics. Two courses designed to meet the *Accessibility for Ontarians with Disabilities Act* standards for customer service are required for all new employees: *Accessibility for Customers and Employees with Disabilities and Accessibility and Human Rights in the Workplace*.

Scotiabank's objective to enhance leadership depth and diversity is supported by *iLEAD* – the global leadership development program – which provides skill building and development tools, e-learning, articles, simulations, assessments, and coaching in English, French, and Spanish. The *Expectation of People Managers* course develops skills related to building an inclusive team to reflect the communities in which the Bank operates.

Inclusive Policies and Practices

Accommodation in the Workplace Policy

Scotiabank is committed to treating employees and job applicants fairly and equitably, and to creating and maintaining an inclusive work environment that supports individual productivity, personal goals, dignity and self-respect and in alignment with the Bank's core values.

All new Scotiabank branches and all facilities in Canada have undergone major renovations to meet or exceed the Canadian Standards Association's accessibility guidelines. The Bank's Accessibility Plan adopted accessibility standards similar to the *Accessibility for Ontarians with Disabilities Act*. Policies reflect the commitment to supporting employees who have disabilities by putting an accommodation plan in place, which may include assistive technologies, resources and flexible work arrangements, as required.

Flexible Work Options Policy

The Bank's policy provides options to manage where and how employees do their work (e.g., flextime, compressed workweeks, job sharing, temporary moves from full-time to part-time, working at an alternate locations, and phased retirement). Guides enable employees and managers to determine which flexible work option best suits their needs.

Wellness

Scotiabank offers free programs and services to support healthy lifestyles.

- **Active Treatment Plan.** Assists employees on short- or long-term disability return to health and productivity, both at work and at home.
- **Best Doctors.** Access world-renowned specialists to confirm diagnoses and treatment.
- **Employee and Family Assistance Program.** Offers professional counselling services.
- **Health Assistance Program.** Offers telephone support for health matters.
- **Reflection Rooms.** Quiet places for personal wellness needs – mental, physical, spiritual.
- **Scotiabank Vitality.** Health information website received 60,000 unique visits in 2015.

“ ‘Thank you for listening’ – these are four powerful words. They can change the outcome for someone who may have been struggling with having their voice heard. Scotiabank recognizes the need for an informal resource, for a safe place for employees to speak without fear of retaliation. By providing this alternative to the formal channels, Scotiabank supports employees during their career. ”

– Manager, Staff Ombuds Office

Human Rights in the Workplace

Scotiabank is committed to a workplace free from discrimination or harassment, where all employees are treated equitably with dignity and respect. The Guidelines for Business Conduct describe the standards of behaviour required of all employees and provide guidance on how to raise issues or concerns. Scotiabankers acknowledge their responsibility to adhere to the guidelines and participate in online training annually. The Bank conducts training and education designed to ensure that employees fully understand their rights and obligations with respect to discrimination and harassment in the workplace.

Pathways to Resolution Policy

The Bank provides employees with several options to address issues for discussion and resolution.

- Raise issues directly with their manager through an official Open Door approach, with an option to escalate to senior management directly.
- Speak with an employee relations officer or human resources representative.
- Seek support from the Staff Ombuds Office, which provides confidential assistance on work-related issues when employees are unsure about using formal channels, need an impartial perspective to work out a plan, or need a neutral third party to facilitate difficult conversations.

Absences and Voluntary Leaves

Scotiabank recognizes that employees may require time off for personal, exceptional, or unusual circumstances. They may choose a number of absence provisions and leaves, both paid and unpaid, to accommodate their need for time off.

A Future of Inclusion

“ We must continually challenge ourselves to leverage the diversity we have in our midst to become a better bank. It’s the intangible dimensions that I want all of us to start being far more cognizant of.

As leaders, are we creating truly inclusive workplace environments? Do we carry inherent biases that we need to confront more? Do we have diversity of thought well represented on our teams? Are we good listeners to differing points of view?

I am asking all fellow Scotiabankers to draw on your own diversity and that of your colleagues – be open to listening and learning from each other.

The potential is enormous. ”

– Group Head and Chief Human Resources Officer

Inclusion makes us stronger

Employee experience focuses on the interactions between employees and their managers, co-workers, and customers, and their work environment. The Bank prioritizes employee experience to support the engagement and commitment of Scotiabankers in delivering an excellent customer experience.

Inclusive Experience

- Scotiabankers feel respected and valued as individuals.
- Alignment between inclusion actions (e.g., diversity of thought and conscious inclusion) and business performance (e.g., innovation).
- Addressing unconscious bias and becoming more inclusive by changing mindsets, actions, and processes.

Diversity in Leaders

- Diverse population considered in the selection process (e.g., Board, leadership, and management).
- Diversity in executive members above average and increasing.
- Increasing alignment between employee diversity and customer and market demographics.

Our culture of inclusion is the heart of our global community of Scotiabankers. It is a big part of the Bank’s success and what makes us a global employer of choice.

Join Us Online

- Scotiabank.com/diversityandinclusion
- Scotiabank.com/proud
- Scotiabank.com/aboriginaltalent
- Scotiabank.com/accessyourcareer
- Scotiabank.com/newcomers
- Hashtag #inclusionmakesusstronger