



2016 Employment Equity Narrative Report

* This report is prepared in response to the Employment Equity Act of Canada and relates to Scotiabank's Canadian workforce.

Inclusion makes
us stronger

Introduction to Scotiabank

“Scotiabank’s diversity makes us an even better Bank, I am proud to be part of an organization that strives to create a diverse, inclusive environment that mirrors our 23 million customers, communities and employees.”

– President and Chief Executive Officer

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 2016,

- \$26 billion of revenue
- \$7.4 billion of net income
- Assets of \$896 billion as of October 31, 2016.

Our global team of approximately 88,000 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.



23 million
customers



Inclusion Makes Us Stronger

“ Scotiabank is committed to being an inclusive workplace, where every employee feels at home in their work environment. If we focus on being open minded in understanding and acknowledging our own unconscious biases, we can then better hold ourselves personally accountable in overcoming them so that all Scotiabankers are empowered to be their very best.

Building an environment of trust and respect where every voice is valued is a key leadership expectation at Scotiabank.”

– 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 “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

	Scotiabank		Labour Market Availability
Women	2016	2015	
Overall	60.7%	62.5%	52.4%
Senior management	35.2%	34.4%	27.4%
Middle management	49.7%	50.3%	38.9%
Professional	51.1%	52.7%	40.7%



2 Top 100 Most Powerful Women Awards – Women’s Executive Network



Women in Capital Markets Leadership Award – EVP, Global Financial Institutions & Transaction Banking.

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

- **Catalyst.** Corporate member and supported the Employee Resource Leadership Initiative Conference and the Catalyst Canada Honours reception.
- **Executive Board Development.** Sponsored two female executives to attend in-depth training on Board governance. Scotiabank’s Board comprised 29% women.
- **Ladies Learning Code.** Official partnership with a not-for-profit organization with the mission to bring digital literacy to more women and young people.
- **Women’s Executive Network (WXN).** Co-presenting sponsor for the speaker series of 43 events in six cities and Canada’s Most Powerful Women Top 100 Awards and Leadership Summit.
- **Women in Capital Markets (WCM).** Global Banking and Markets continued its successful partnership with the WCM’s Return to Bay Street Program, the Heather L. Main Scholarship Program as well as other events targeting young women in high schools. Numerous Scotiabankers have also received awards for their contributions and achievements in the capital markets.
- **Women of Influence (WOI).** Sponsored the evening series of six events in Toronto and Calgary and published monthly digital articles profiling Scotiabank leaders.

Leadership Commitment

“By improving gender inclusion we are making it easier for everyone to contribute to their fullest ability and to reach their full potential. This means that we are building an even better Bank, as a diverse and inclusive employee base helps give us insight on providing excellent customer experience.”

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

Recruitment and Employee Engagement

- **HeForShe.** The initiative continued to generate lively discussion on gender roles and having men partner to support women’s progress at work and in the community.
- **Mentorship.** Global Banking and Markets introduced two programs targeting women Associate Directors and expectant/new parents.
- **Scotiabank Women.** There are more than 30 grassroots women’s groups in Canada focused on professional development and leadership. The leaders again came together quarterly, as a Council of Chairs, to share best practices and align with the Bank’s approach to inclusion.
- **STEM Internship Program for Women.** Global Banking and Markets, in conjunction with WCM, hired six summer interns from Science, Technology, Engineering & Math disciplines introducing them to finance.
- **Voices for Women.** A series of videos were created to promote gender inclusion and amplifying the voices of Scotiabank women globally.

International Women’s Day

Scotiabank again celebrated with employees and the community. The Bank’s Executive Champion for Women launched the day’s celebrations by encouraging employees to share stories on why they believe in empowering women. This spurred much discussion on our internal social media platform, with employees and executives sharing stories and taking photos with the hashtag #LiftHerUp. As part of Scotiabank’s commitment to supporting women in our communities, we partnered with Plan Canada’s Because I am a Girl campaign, which helps promote inclusion, empowerment and gender equity globally. The Bank donated \$50,000 in support of the initiative.

Inclusion of Visible Minorities

Representation

Visible Minorities	Scotiabank		Labour Market Availability
	2016	2015	
Overall	28.4%	27.6%	26.3%
Senior management	16.2%	14.7%	10.1%
Middle management	29.4%	28.4%	15.0%
Professional	33.2%	32.1%	30.9%



Best Multinational Workplace – Great Place to Work Institute



Ontario Leadership in Immigrant Employment Award - Ontario Government

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. Considerable effort was made to promote job opportunities through various community agencies targeting newcomers. This included participating in events such as:

- **Job Search Strategies: The Employer Perspective**, addressing job search strategies for newcomers and women.
- **Employment Summit: Guiding Syrian Refugees in Finding Meaningful Employment.**

Toronto Region Immigrant Employment Council (TRIEC)

- **Firsthand Employer View.** Participated in the How to Stand Out webinar focused on job search strategies for newcomers.
- **Professional Immigrant Networks.** Scotiabank participated in the annual networking event: Collaborating for Greater Impact, to help their members find meaningful employment.
- **The Mentoring Partnership.** Since 2005, Scotiabankers have coached newcomers in the skills required to successfully find employment in Canada.

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, Multicultural Banking

Partnerships and Community

- **18th National Metropolis Conference: Getting Results: Migration, Opportunities and Good Governance.** Presented on Panel for Seamless Service from Pre-to-Post- Arrival in Canada.
- **Black Business and Professional Association.** Supported the Harry Jerome Awards, the National Scholarship Fund and National Black Business and Professional Convention.
- **Hire Immigrants Ottawa.** Sponsored the annual Employer Council of Champions Summit and Employer Excellence Awards. Scotiabank Ottawa won the Ontario Leadership in Immigrant Employment Award from the Ontario Government for championing immigrant employment in the financial sector.
- **Refugee Career Jump Start.** Supports recruitment and mentorship of newcomers.
- **World Education Services – Global Talent Bridge.** Participated in the webinar “Job Search Strategies: The Employer Perspective,” focused on job search strategies for targeting newcomers.

Multicultural Banking

Scotiabank’s StartRight program addresses the banking needs of new immigrants. The Bank offers pre- and post-arrival account opening, multilingual services, 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
	2016	2015	
Overall	1.2%	1.2%	1.9%



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.

In 2016, the recruitment team realigned their recruiters to create a structured diversity recruitment team. They also expanded the team by adding a diversity recruitment coordinator, through the Diversity Internship Program, to assist with Aboriginal recruitment. The team attended 16 recruiting events in 2016.

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.

National Aboriginal Day

In June 2016, Scotiabank employees and customers came together in the Scotia Plaza Main Banking Hall in Toronto to celebrate National Aboriginal Day. The Sun Spirit Drummers from the First Nations Junior and Senior School in Toronto shared their talent and culture with everyone

who attended. This was a ground breaking event, as it was the first time in the Bank's history an Aboriginal Drum Circle performed in the Main Banking Hall.



Leadership Commitment

“ We are committed to our Aboriginal initiatives quite simply because we recognize the value and the opportunities in continuing to develop strong partnerships with Aboriginal individuals, businesses and communities.”

– National Director,
Aboriginal Financial Services

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.
- **Aboriginal Financial Officers.** We are members of this national organization that provides support to Aboriginal financial officers across the country through training, mentorship and other initiatives.
- **Belcourt Brosseau Metis Awards.** Presenting sponsor for the 15th Anniversary of 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.
- **HireUp.** Established a partnership to help young people who have experienced homelessness find meaningful employment.
- **Indspire.** Supported the Building Brighter Futures Scotiabank Business and Commerce Bursary Award for youth.
- **Saskatchewan Indian Institute of Technology.** Awarded scholarships to four students.
- **Trec Education Green Education Green Collar Careers.** Internship and mentorship for Aboriginal students interested in careers that positively impact the environment.
- **University of Regina.** Partnered to create the Scotiabank Aboriginal Entrance Award which pledges \$ 150,000 over five years.

Inclusion of People with Disabilities

Representation

People with Disabilities	Scotiabank		Labour Market Availability
	2016	2015	
Overall	3.8%	4.1%	5.1%
Management	3.9%	4.2%	4.3%
Professional	3.2%	3.3%	3.8%

Having adopted the AODA standards across our operations nationally, Scotiabank affirms its commitment to employees and customers with disabilities. The Bank works with a broad range of partners to support and prepare candidates with disabilities for careers in Scotiabank.

Partnerships and Community

- **Disability Employment Awareness Month Nomination.** Recognized as an inclusive employer who champions diversity in the workplace.
- **National Educational Association of Disabled Students Scholarship Award.** Granted to students with disabilities in business, IT, or finance.
- **Ontario Association of the Deaf.** Participated in the Mayfest employer and supplier show.
- **Partners for Mental Health.** Corporate partner and supported mental health awareness with the *Not Myself Today* campaign. Scotiabank continued its support with 'Right by You' campaign, an initiative aimed at improving teen mental health and preventing suicide among youth.
- **Partnership for Access Awareness Nova Scotia (PAANS).** Four Scholarship Awards.
- **Unity of Toronto.** Participated in a 'Negotiating Disability In The Workplace' event for students with disabilities to learn about recruitment processes.
- **York Career Conference.** Hosted networking workshop for students with physical, learning and mental health disabilities.

Leadership Commitment

“As a professional with a physical disability, I learned to be an effective problem-solver at an early age. For instance, things that most people would take for granted – such as getting out of bed, moving away from home for university and navigating an imperfect environment to earning respect in the workforce - have given me unique insights, vulnerability and empathy for our customers and our employees. I'm able to employ these problem solving skills to our complex problems such as customer-centric delivery, employee engagement, leadership and organizational change.”

– Agile Leader,
Canadian Digital Banking

Recruitment and Employee Engagement

- Accommodation has been embedded in our career development, coaching and training processes.
- **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.
- **Employee Accommodations.** Leveraged new technology including Video Remote Interpretation on iPads and ipTTY.
- **Internships.** Placed nine candidates with disabilities into Career Edge and Diversity Internship programs.
- **Learning Events.** Attended and hosted several diversity recruitment awareness sessions as well as Accessible Recruitment training for the recruitment team.
- **Specialisterne.** New business initiative and partnership resulting in hiring 4 individuals living with ASD into IT roles.
- **Training.** Technology teams were trained on accessibility requirements for systems development.

Persons with Disabilities Inclusion Day

Employees participated globally in an online initiative introducing employees with disabilities. Recruitment offices posted disability related material/photos in recruitment offices and on Scotiabank Live to raise awareness. The Accessibility intranet portal was also relaunched in December with more resources for employees and people managers on accommodations, accessibility and unconscious bias.

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, allies, and other people marginalized on the grounds of sexual orientation, gender identity, and gender expression.

Partnerships and Community

- **Canadian Centre for Gender and Sexual Diversity.** Sponsored “Allyship in Action! Canada’s Youth Solidarity Forum”. The week-long event brought together 80 youth from across Canada to promote standing up for, and with, people from diverse communities. Also, supported their International Day Against Homophobia, Transphobia, and Biphobia Gala in Toronto.
- **Canadian Gay & Lesbian Chamber of Commerce.** Sponsored the Black and White Leadership Awards Gala in support of the Canadian Gay & Lesbian Business Education Foundation.
- **LGBT+ Customer and Influencers Event.** Hosted a reception for customers, dignitaries, activists, and thought leaders.
- **LGBT in Capital Markets.** Global Banking and Markets are founding partners of a not for profit organization that supports and advances LGBT individuals in the capital markets industry. Scotiabank leaders and executive sit on the Board and on the Advisory Council. Hosted four events including customers, employees and other members of the LGBT+ community and their allies.
- **Pride at Work Canada.** Founding corporate partner, sponsor of Halifax ProPride as well as the 2nd Annual Workplace Summit in Toronto.
- **Scotiabank AIDS Walk.** Title sponsor. Scotiabankers walked in 35 cities across Canada.

Recruitment and Employee Engagement

- **LGBT+ Advisory Group.** Established a global group of senior out leaders who are visible role models that are not only helping drive the Bank’s LGBT+ inclusion strategy but also using their voices and actions to create safe work environments for Scotiabank LGBT+ employees, customers and allies globally.
- **LGBT+ Awareness.** Two sessions were delivered to recruiters to increase awareness surrounding language and addressing bias-free hiring.
- **LGBT+ Youth Event.** LGBT+ youth from Supporting Our Youth met with Scotiabankers for a mock interview and networking session.
- **Networking Events.** Diversity Recruiter presented at over 10 LGBT+ focused networking sessions, conferences, and partner events.
- **Out on Bay Street Conference.** Since 2007, the Bank has sponsored the annual career conference for LGBT+ students and young professionals. Recruiters attended the Career Fair.
- **Pride Parades.** Hundreds of Scotiabankers marched in parades in Calgary, Halifax, Montreal, Toronto, Vancouver, and Winnipeg.
- **Scotiabank Pride Expansion.** Following the successful launch in 2014 in Mexico, Costa Rica and Panama launched national Pride Employee Resource Groups in 2016.
- **Volunteering.** Members of Recruitment Team volunteered for the day at the Implementing the Accepting Schools Act Conference hosted by Ontario Educators.

Support for LGBT+ communities was highly visible

In 2016, LGBT+ inclusion continued to be a key focus area for Scotiabank. In Canada, customer-focused initiatives during Pride month included rainbow-wrapped branches and ABM screens in our major markets, a customer appreciation event and Pride aligned product marketing. Internally, Pride month kicked off with an employee event at Scotia Plaza in downtown Toronto that was open to the public.



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.

Employee Feedback Channels

- **Scotiabank JAM** an unprecedented three-day event where employees had the opportunity to participate in an online global discussion on Scotiabank Live, helping shape the Bank's values. By the end of the three days, 26,500 Scotiabankers from 38 countries had visited the JAM, and 13,000 comments were posted in English, French or Spanish. "RESPECT: We respect diverse backgrounds and experiences, and treat everyone with dignity" was included as a one of the four core Bank values based on feedback generated during the JAM.
- **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.
- **Team Voice** enables Scotiabankers to provide feedback on policies and processes that impact their ability to be leaders in customer service.
- **ViewPoint** is an annual employee engagement survey that enables Scotiabankers to provide anonymous feedback to the Bank's management. In 2016, the Canadian employee participation rate was 80%.

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. Working together, we tap into a variety of skills, abilities and talents that enable us to provide a welcoming and inclusive experience for our employees and our customers.”

– Executive Vice President,
Canadian Banking

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 regularly 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.

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

“ 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 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

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
- Scotiabank Women's Connection

Inclusion Days 2016

As part of Scotiabank's diversity journey, Scotiabankers currently recognize six international days observed by the United Nations. 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



Best Workplace in Canada – Great Place to Work Institute

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.

Positive Inclusion: Overview of Unconscious Bias was introduced for people managers. Proven and Respected Team Leader program was completed by 93% of the SVP+ audience. A component of this program focuses on Unconscious Bias and its impact in the recruitment process.

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 that 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 alternate locations, and phased retirement). Guides enable employees and managers to determine which flexible work option best suits their needs.

Wellbeing

Scotiabank offers free programs and services to support the physical, psychological and financial health of employees:

- **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.
- **CAREpath.** Cancer Assistance and SeniorCare programs addressing significant personal transitions.
- **Employee and Family Assistance Program.** Offers professional counselling and work-life services.
- **Health Assistance Program.** Offers telephone support for health matters.
- **Reflection Rooms.** Quiet places for personal wellness needs: psychological, physical, and spiritual.

“ ‘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 Code of Conduct* describes the standards of behaviour required of all employees and provides guidance on how to raise issues or concerns. Scotiabankers acknowledge their responsibility to adhere to The Code and participate in mandatory 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. In addition, gender identity and gender expression were incorporated into human resources policies.

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

“ Scotiabank is committed to being an inclusive workplace, where every employee feels at home in their work environment. If we focus on being open minded in understanding and acknowledging our own unconscious biases, we can then better hold ourselves personally accountable in overcoming them so that all Scotiabankers are empowered to be their very best.

Building an environment of trust and respect where every voice is valued is a key leadership expectation at Scotiabank. ”

– Group Head and Chief Human Resources Officer

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.

Inclusion makes
us stronger

Join Us Online

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