

# 2012 Employment Equity Narrative Report



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## I. ABOUT SCOTIABANK

Scotiabank is a leading multinational financial services provider and Canada's most international bank. Since welcoming our first customers in Halifax, Nova Scotia, in 1832, Scotiabank has continued to expand its global reach. Today, through our team of more than 82,000 employees, Scotiabank and its affiliates offer a broad range of products and services, including personal, commercial, corporate and investment banking, to over 19 million customers in more than 55 countries around the world. Scotiabank has assets of more than \$668 billion (October 31, 2012) and trades on both the Toronto and New York stock exchanges.

Scotiabank had a record year in 2012, with net income of \$6.5 billion, exceeding all of our key financial and operational objectives. We welcomed new customers in Canada and internationally this year, while continuing to provide excellent service to our existing clients.

Our business continued to grow and diversify in 2012, and we continued to make key strategic investments. This year, we announced our purchase of ING DIRECT Canada, the largest acquisition in our history. We also made one of our largest-ever international acquisitions by purchasing a 51% stake in Colombia's fifth-largest bank, Banco Colpatria. This gives Scotiabank a solid footing in Colombia's fast-growing economy, while further extending our presence, unparalleled among our peers, in the key Latin American markets of Peru, Chile, Mexico and Brazil. On the wholesale side, we built upon our leading niche expertise in energy financing with the acquisition of U.S. energy firm Howard Weil, which widens our product footprint and increases our dedicated equity sales, trading, and research capabilities in the U.S.

In Canada, our employee base is 33,064 (regular full-time and part-time) as of December 31, 2012. We provide a full suite of financial advice and solutions, supported by an excellent customer experience, through 1,181 branches and offices, over 3,488 automated banking machines, as well as Internet, mobile and telephone banking, specialized sales teams, and third-party channels.

## II. INTRODUCTION

### OUR STAND ON EMPLOYMENT EQUITY

At Scotiabank, we pursue employment equity not only because we know it's the right thing to do, but also because, for us as a financial institution, it's a great advantage when the right thing to do also makes excellent business sense. That's because of who we are and where we are.

Canada, our home base, is one of the world's most multicultural nations. As a business operating here and around the world, we don't just embrace diversity, we need it. We don't just hope that Canadian Scotiabankers reflect all Canadians, we need to make sure they do.

The best talent from all communities, and with all abilities, is what we seek in order to truly understand and serve our customers. As our customer demographics change, we need to leverage the abilities of a workforce that responds to and reflects our communities. It's a compelling business case, a competitive advantage, and good business strategy. We say it is an important key to business sustainability.

Our comprehensive policies, combined with a focus on a culture of inclusion, reflect our commitment to employment equity. We engage our employees in innovative programs that support our culture of inclusion and bring to life our global community of Scotiabankers. This approach has helped us attract a full spectrum of great people. As further validation for our Diversity & Inclusion Strategy, the Great Place to Work Institute has recognized Scotiabank as one of the Top 100 best places to work in Canada.

## **OUR GLOBAL DIVERSITY AND INCLUSION STRATEGY**

We launched our Global Diversity and Inclusion Strategy in 2009 and immediately started putting it into action. Our commitment to its goals starts at the top and links to every level of our organization. Our Chief Executive Officer is its champion and our Executive Management Team follows through with Executive Champions, performance targets, and action plans.

From there, our many communications vehicles take the message to every employee. Building awareness and creating learning opportunities is just the beginning. We engage our employees by getting their input, we listen to their feedback, and we get them involved in shaping our programs.

Our Diversity and Inclusion website at [scotiabank.com/diversityandinclusion](http://scotiabank.com/diversityandinclusion) is where we share our commitment, beliefs, and goals with everyone. It's where our employees tell their own stories about their experiences as Scotiabankers. Our parallel internal website, the Diversity and Inclusion Fountain, is our hub for news, learning, and most importantly, getting involved.

Our system of goal-setting, tracking, measuring, and evaluating gives us a constant reading on how well we're doing. It keeps us focused and creates momentum for achieving results.

## **REPORTING ON EMPLOYMENT EQUITY**

In this report, we start with where we are on representation for the four designated groups and what we're doing to implement our Global Diversity and Inclusion Strategy. Then we talk about how we create and promote a culture of inclusion throughout our organization and how we show that we value and respect every one of our unique Scotiabankers.

### III. OUR WORKFORCE

#### OUR TOTAL CANADIAN WORKFORCE

The table below shows statistics about our total Canadian workforce over the past five years. In 2012, we had slightly more new hires and fewer exits than in 2011.

**Table 1: Scotiabank's Total Canadian Workforce as of December 31**

Total (Regular full-time and part-time)		Hires	Promotions	Exits
2012	33,064	4,465	3,147	3,565
2011	32,111	3,870	3,261	3,618
2010	31,921	4,073	3,096	3,307
2009	31,046	3,058	2,001	3,074
2008	30,977	4,502	2,881	3,931

Note that any variances in the above Canadian workforce numbers are attributable to changes in employee status, transfers within Scotiabank worldwide, or changes in National Occupation Classification coding.

#### DESIGNATED GROUPS IN OUR WORKFORCE

Employment Equity is about more than just numbers, but numbers are very important. They can affirm that our plans and policies are working well or signal that we need to try something different to reach our goals. We gather information about our workforce in two ways:

- **People Reports.** This database tracks designated group representation by business line and key support function. We use it to assess our progress on the targets we set for each fiscal year.
- **Workforce Census.** As employees participate in this survey (accessible on line and in alternative formats), they can self-identify as members of one or more designated groups. New employees complete the survey, but we also remind employees to revisit it at key points (such as on their anniversary date, when they enrol for benefits, or when they come back from a leave of absence).

In the tables below for each of the designated groups, there are columns for "Workforce Availability." To put it simply, these numbers give an estimate of how many people *would* be available for each job category, based on the most recent Census (2006) and our own data (using a formula suggested by Human Resources and Skills Development Canada). The figures are benchmarks, and comparing them with our actual numbers gives us an indication of how well we're doing in attracting and retaining talented people from the designated groups.

Again, all variances in workforce numbers in these tables are attributed to changes in employee status, transfers within Scotiabank worldwide, or changes in National Occupation Classification coding.

## **A. WOMEN IN OUR WORKFORCE**

### **Where We Are**

Compare the Workforce Availability figures in the last column of the table below with our actual numbers each year. We have consistently exceeded the benchmarks in every category.

At the end of 2012, 66 per cent of our Canadian employees were women. That’s impressive, but it’s important to look at how many of our managers are women. Nearly half of our professionals are women, as are about one-third of our senior management. As always, we want to do even better—and we will. With women in more than half of our middle management positions, we have a strong pool of talent to draw on for our future senior decision-makers.

There has been a slight decline in the overall representation of women in our workforce from 2011 to 2012. This is because of the demographic composition of the group of just under 1,000 employees who joined Scotiabank through our acquisition of Dundee Wealth.

**Table 2: Women in the Scotiabank Workforce as of December 31**

<b>Workforce Representation of Women</b>	<b>Scotiabank 2012 (%)</b>	<b>Scotiabank 2011 (%)</b>	<b>Scotiabank 2010 (%)</b>	<b>Scotiabank 2009 (%)</b>	<b>Scotiabank 2008 (%)</b>	<b>Workforce Availability (2006)* (%)</b>
Overall	66.0	67.4	68.4	69.3	69.6	62.0
Senior Management	33.7	33.2	32.1	31.4	30.7	24.2
Middle Management	52.4	52.8	53.3	52.1	52.4	51.3
Professional	46.0	46.8	47.5	48.2	49.2	38.9

\*Source: 2006 Census of Canada and Employer’s Internal Data, using methodology suggested by HRSDC.

### **What We’re Doing**

Our Advancement of Women (AoW) Strategy Framework is our global, overarching plan of action. There are seven main elements to the strategy:

1. Senior management commitment,
2. Accountability,
3. Networking,
4. Mentoring,
5. Broadening/deepening the talent pool,

6. Supporting career advancement,
7. Leveraging external presence.

### **1. Senior Management Commitment**

**Advancement of Women Executive Committee.** Reporting directly to the Human Investment Committee, the women and men on the Executive Committee oversee the Bank-wide AoW strategy. In this capacity, they will approve and champion all major new and changing Bank-wide AoW objectives and programs.

**Advancement of Women Advisory Council.** The AoW Advisory Council is a working group responsible for informing the Executive Committee on strategic decisions. The team is comprised of senior leaders across business lines.

### **2. Accountability**

Our executives and business line leaders are directly accountable for the AoW in Scotiabank. Quarterly, we track their progress on targets for women in vice-president and equivalent positions, and for women in the “feeder pool” for these senior positions (senior managers and directors). We also track engagement and satisfaction measures. All of these results factor into the leaders’ own performance assessments.

### **3. Networking**

**Scotiabank Women’s Connection Network** brings together our women leaders (manager to director level) at quarterly events. They connect with peers, meet role models, and hear presentations on career or personal development.

### **4. Mentoring**

The **Scotiabank Mentoring Toolkit** offers resources, definitions, and how-to tools for establishing and sustaining a self-directed mentoring relationship.

### **5. Broadening and Deepening the Talent Pool**

The AoW lens is embedded into our Talent Management process to ensure that all leaders and Scotiabankers have access to the tools, resources, support they need to grow, succeed, and realize their full potential.

### **6. Supporting Career Advancement**

We continue to strengthen individual capability by championing innovative development initiatives that enable employees to reach their full potential. Providing employees with the resources to support their development is a key component of the Bank’s Leadership Strategy.

Employees are encouraged to build leadership capabilities through a blend of options, which include experience-based learning, feedback channels, knowledge development and education. **Scotiabank iLEAD** (launched in 2012), encompasses all of these areas and facilitates learning to help employees make the transition at various points in their careers. iLEAD incorporates a blend of learning methods, including group workshops, one-on-one coaching, peer feedback and self-guided learning. The overall framework of iLEAD aligns to the Leader Profile and provides employees with the foundation to become effective people managers. The Leader Profile is the core of Scotiabank's Leadership Strategy and it defines what it means to be a leader at the Bank. It describes the behaviours all leaders must demonstrate, the values all employees should model and the experiences that are beneficial for advancing to more senior roles.

In addition to the networking opportunities already mentioned, **Scotiabank Women's Connection Network** also provides a forum for women to enrich their career and personal development by reinforcing the support that is available to them through the Bank's development offering. Panels and keynote speakers offer career-planning advice, along with tools, contacts, and resources to help women build their leadership capabilities.

## 7. Leveraging External Presence

We are a strong supporter of organizations dedicated to the advancement of women, especially within the financial services industry. Our partnerships in the community provide our women with opportunities to network or participate in public speaking engagements.

- **The Women's Executive Network (WXN)** is a leading Canadian organization dedicated to promoting women in executive roles. We are the co-presenting partner in WXN's Breakfast Series, a total of 45 events in seven Canadian cities (Vancouver, Calgary, Toronto, Mississauga, Ottawa, Edmonton and Montreal). We are also the co-presenting partner of the Top 100 Awards of WXN's Canada's Most Powerful Women Summit.
- We are a title sponsor of the **Young Women of Influence Evening Series**. The ten events throughout the year (in Toronto and Calgary) include presentations on career development and opportunities for female career-starters to connect with their peers.
- For **International Women's Day** (March 8, 2012), we sponsored a number of local and global events and workshops for women employees as part of our commitment to being a leader in the advancement of women. In Toronto, Scotiabank women attended a "Finance for Women" luncheon and an afternoon career event. As a dedicated International Women's Day sponsor, as always, we supported International Women's Day in the media.
- In keeping with the Bank's long history of supporting women and communities, in 2012 we launched **local campaigns** to meet the unique needs of women's organizations in their localities. In Toronto, Scotiabankers participated in the third annual Toiletries Drive, where



employees collected essential toiletries for women’s shelters, which were then donated to the Woodgreen Homeward Bound program. The program launched in Toronto on March 8<sup>th</sup> and similar campaigns rolled out at Scotiabank branches and offices across Canada.

- We are a sponsor of the **MomShift** project, the first initiative to exclusively interview and profile professional women who achieved greater career success in the pivotal period of five to seven-years after starting their families. The campaign launch includes weekly blog updates, webinars, and online seminars, all leading up to the book to be released in early 2014: *The MomShift: From Maternity to Opportunity, Inspiring Stories of Career Success After Children*.

## **B. VISIBLE MINORITIES IN OUR WORKFORCE**

### **Where We Are**

Our dedication to diversity shows in our results. Compare Workforce Availability figures with our numbers, and it’s clear that we consistently exceed the benchmarks. And we’ve improved again this year.

**Table 3: Visible Minorities in Scotiabank’s Workforce as of December 31**

<b>Workforce Representation of Visible Minorities</b>	<b>Scotiabank 2012 (%)</b>	<b>Scotiabank 2011 (%)</b>	<b>Scotiabank 2010 (%)</b>	<b>Scotiabank 2009 (%)</b>	<b>Scotiabank 2008 (%)</b>	<b>Workforce Availability (2006)* (%)</b>
Overall	25.9	25.0	23.7	22.4	22.2	20.8
Senior Management	14.0	10.2	11.4	12.2	12.1	8.7
Middle Management	25.3	24.5	22.8	21.5	20.6	16.7
Professional	34.2	33.2	32.1	31.1	31.9	28.3

\*Source: 2006 Census of Canada and Employer’s Internal Data, using methodology suggested by HRSDC.

### **What We’re Doing**

We know that diversity in the workplace does not necessarily create a culture of inclusion. That takes effort and planned action, and we look to our employees and some key partners in the community to help us with this.

In Canada, we have focused on supporting partner community organizations that assist newcomers with settlement services and pre-employment training. We know that a large number of visible minorities are also newcomers to Canada and that this source of talent is increasingly important throughout the country. Over the last year, we have continued to work with our partners to further develop programming initiatives that aim to better integrate skilled

newcomers into the workplace while offering Scotiabankers the opportunity to engage in these programs to develop coaching, leadership, and cross-cultural competencies.

### **Working with Our Key Partners:**

We have continued our partnerships with ACCES Employment, the Toronto Region Immigrant Employment Council, and the Black Business and Professional Association. These organizations are dedicated to preparing newcomers for employment, celebrating achievement, and promoting higher education in visible minority communities.

- **New in 2012.** We renewed our partnership with **ACCES Employment** this year, announcing a new multi-year sponsorship of the **Financial Services Connections™** course. ACCES Employment helps people from diverse backgrounds to find employment. The interactive Toronto-based Financial Services Connections™ course is a program for finance professionals trained in other countries. They participate in an intensive three-week course to learn about our financial sector and prepare for Canadian accreditations. We have hired talented individuals who have been through this program.
- **Toronto Region Immigrant Employment Council (TRIEC).** For the past five years, we have partnered with TRIEC to deliver **The Mentoring Partnership** program at Scotiabank, connecting Scotiabank mentors to skilled newcomer mentees in the Toronto region. Our mentors not only benefit from the leadership competencies and cross-cultural awareness gained through the program, but also from the life-changing impact of helping newcomers acclimatize to the Canadian labour market, build a professional network, and begin their new lives in Canada. With 350 registered mentors and 420 completed partnerships achieved thus far, our enthusiasm in the program speaks to the mentoring culture we foster and embrace at Scotiabank. We also support TRIEC's Professional Immigrant Network's (PIN's) initiative and website, recognizing how important it is for newcomer groups to network with one another and gain Canadian workplace knowledge specific to their professional membership and sector.
- **ALLIES.** We partner with ALLIES (Assisting Local Leaders with Immigrant Employment Strategies), which provides resources and funding to immigrant employment councils. These employer-led councils also include community organizations, post-secondary institutions, assessment service providers, labour organizations, immigrant professional associations, and all three levels of government. For more information, please visit [alliescanada.ca](http://alliescanada.ca).
- **BBPA (Black Business and Professional Association).** We are proud partners of the BBPA and continued our support of many of their key events and initiatives in 2012 to address equity and opportunity for the Black community in business, employment, education and economic development. These include the **Harry Jerome Awards, National Scholarship Fund** and **National Black Business and Professional Convention**.

We are also actively involved in events that support newcomers in employment:

- **Hire Immigrants Ottawa’s Employer Council of Champions Summit.** This is an annual event with three major parts: i) a learning exchange for HR and hiring managers; ii) a networking event for employers and skilled immigrants; and iii) the Breakfast of Champions and Awards.
- **Canadian Immigrant Job, Education and Settlement Fair.** Scotiabank was a founding title sponsor of this event, and we continued as title sponsor in 2012. Our recruiters were present at the Scotiabank booth and we also conducted job search workshops to help newcomers with cover letters, resumes, and job search strategies. The fair attracted around 1,800 newcomers.

### **Engaging our employees:**

We support the creation of **Employee Resource Groups (ERGs)** as a forum for employees to network and communicate about issues in the workplace that are important to them. More importantly, ERGs help create a sense of community and provide an opportunity to be involved directly in shaping our culture of inclusion. We currently have seven active ERGs, with membership and new chapters expanding across Canada. **Scotiabank Intercultural Alliance**, **HOLA Scotiabank** and **Scotiabank Caribbean Network** specifically attract employees from the Visible Minorities designated groups. Near the end of 2012, we were pleased to see the grassroots development of a new ERG, **Scotiabank South Asian Alliance**, to be launched in 2013.

Overall, we are very proud of the steps we have taken in the last year to assist in building a system of support for newcomers, many of whom are visible minorities. The variety of initiatives in which we are involved offers many ways to help newcomers navigate the job market and find suitable and challenging careers in Canada – often, with Scotiabank.

## ***C. ABORIGINAL PEOPLE IN OUR WORKFORCE***

### **Where We Are**

In 1971, we were the first Canadian chartered bank to open a branch on an Aboriginal reserve. We now operate four on-reserve branch locations and 27 Aboriginal banking centres across Canada.

From 2008 to 2011, despite our continuing efforts to recruit candidates from Aboriginal communities, representation remained static. We know that other financial institutions faced the same recruitment hurdles. In 2012, we are proud to see positive movement, with our representation moving the dial to 1.2 per cent. This reflects our continued and strategic efforts in support of the Aboriginal community through education, financial literacy training, and career support.

To build on this momentum and to further enhance our efforts to recruit Aboriginal candidates, we will be expanding our recruitment staff to include a dedicated Aboriginal recruiter, to be in place for the 2013 fiscal year.

**Table 4: Aboriginal Peoples in Scotiabank’s Workforce as of December 31**

Workforce Representation of Aboriginal Peoples	Scotiabank 2012 (%)	Scotiabank 2011 (%)	Scotiabank 2010 (%)	Scotiabank 2009 (%)	Scotiabank 2008 (%)	Workforce Availability (2006)* (%)
Overall	1.2	1.1	1.1	1.1	1.1	1.7

\*Source: 2006 Census of Canada and Employer’s Internal Data, using methodology suggested by HRSDC.

**What We’re Doing**

**Progressive Aboriginal Relations (PAR) Gold Level (Canadian Council for Aboriginal Business Relations).** PAR is a certification program that confirms corporate performance in Aboriginal relations at the Bronze, Silver or Gold level. Scotiabank’s Gold certification recognizes our continued dedication to Aboriginal initiatives, our activities in support of prosperity in Aboriginal communities, and our dedication to building a culture of diversity and inclusion. PAR Gold is Canada's only recognition of performance and success in building positive relations with Aboriginal businesses, people and communities. PAR companies have demonstrated the ability to establish effective programs and policies to maximize involvement with the Canadian Aboriginal community. Through PAR, organizations are able to conduct a comprehensive self-assessment of their performance. The results and findings are externally verified and rated by a PAR jury for designation of PAR certification at the Bronze, Silver or Gold Level. Gold certified companies have exhibited long-standing leadership and sustainability in Aboriginal relations.

Young people in Aboriginal communities tend to gravitate toward post-secondary education in the health and social sciences fields rather than finance. Recognizing that trend led to our focus on Aboriginal youth. We want to show them the interesting careers we can offer, and we’ve already laid some important groundwork. We partner with four other banks in **FIPAR (Financial Industry Partnership for Aboriginal Relations)** to support [fipar.ca](http://fipar.ca), a website targeted to Aboriginal youth. It includes information on careers in the banking industry and other opportunities.

We support the **Martin Aboriginal Education Initiative (MAEI)**, a two-year (CND\$280,000 per year) sponsorship for an on-reserve youth entrepreneurship program, the first of its kind in Canada. In connection with this initiative, in December 2010, Scotiabankers began to participate in a mentorship program with Aboriginal students from grades 9 and 10. Scotiabank continues to focus on the advancement and education of Aboriginal youth. We expect to see results as those young people enter the workforce. Meanwhile, we’ve stepped up our recruitment efforts in Aboriginal communities across the board.

Scotiabank continues to make a positive impact on local communities around the world with our global **Bright Future** program. For more information on the program and the great work being done, please visit [scotiabank.com/brightfuture](http://scotiabank.com/brightfuture).

- We partner with the **Aboriginal Human Resources Council (AHRC)** as a way of deepening our commitment to the Aboriginal community and our Aboriginal employees. Through the partnership, we annually sponsor the **Inclusion Works Career Fair** and offer employees at all levels the opportunity to attend national AHRC events. This gives our non-Aboriginal employees an opportunity to better understand the challenges facing Aboriginal people in the workforce.
- The AHRC supports the **Scotiabank Aboriginal Network** (one of our Employee Resource Groups) with customized training, resources, and articles for The Diversity and Inclusion Fountain (our internal website). The involvement of its Executive Champion – Anatol von Hahn, Group Head, Canadian Banking – plays a key role in fostering this tripartite relationship between the AHRC, Scotiabank, and our employees.
- We partner with **Nation Talk**, a national communications hub available online and by fax service. The partnership enables our recruiters to post jobs directly on the website and gives us opportunities to highlight Scotiabank as an Employer of Choice.
- In 2012, we participated in several other career events and job fairs to broaden our outreach to Aboriginal communities:
  - **INDspire’s Soaring Indigenous Youth Career Conference:** This series of one-day career conferences gave Indigenous high school students valuable resources and information on career opportunities while promoting the significance of education in labour market participation. Students learned about a range of job options and met and spoke with some of Canada's top corporate and Indigenous business leaders. Our recruiters connected with students through financial literacy workshops and at our career booth.
  - **Aboriginal Women in Leadership Forum and Scholarship:** Scotiabank was the presenting partner at the 2012 Forum, uniting people from all backgrounds to celebrate the achievements of accomplished Aboriginal women. Two \$1,000 *Scotiabank Aboriginal Women Leaders Scholarship Awards* were presented to two post-secondary students studying in the financial services area.
  - Scotiabank proudly supports the **7th Generation Charity** and the **MBA Bridging Program** at the University of Saskatchewan’s Edwards School of Business.
  - Partnering with the MAIE, we launched **mentorship programs in Winnipeg and Edmonton** through which secondary school students are mentored by Scotiabankers.

- In October 2011, MAEI and Scotiabank partnered to launch a first-of-its-kind on-reserve **youth entrepreneurship program** at Oscar Lathlin Collegiate at Opaskwayak Cree Nation. The program encourages students to stay in school where they can develop the attitudes, knowledge, and skills necessary to achieve success in secondary school, postsecondary education or training, the workplace, and daily life. Students are given entrepreneurial experience and the opportunity for business ownership.
- Scotiabank and INDspire launched the **Scotiabank Business and Commerce Bursary Award** for Aboriginal business and commerce students. The award fund, which continues until 2013, will provide CAD\$20,000 annually to help Aboriginal business and commerce students pay for the costs of their education.

#### **D. PERSONS WITH DISABILITIES IN OUR WORKFORCE**

##### **Where We Are**

Given our passion for creating an inclusive and accessible workplace, we have been concerned and frustrated by the mixed results we've achieved in recruiting persons with disabilities. We are still shy of the Workforce Availability benchmarks, except at the middle management level. There, we are well in excess of the benchmark, which means that we are building a substantial pool of talent poised for future senior management positions.

**Table 5: Persons with disabilities in Scotiabank's Workforce as of December 31**

<b>Workforce Representation of Persons with disabilities</b>	<b>Scotiabank 2012 (%)</b>	<b>Scotiabank 2011 (%)</b>	<b>Scotiabank 2010 (%)</b>	<b>Scotiabank 2009 (%)</b>	<b>Scotiabank 2008 (%)</b>	<b>Workforce Availability (2006)* (%)</b>
Overall	3.3	3.8	3.9	4.1	3.8	4.2
Senior Management	2.2	1.9	2.3	2.3	2.9	3.2
Middle Management	3.6	4.8	5.1	5.1	5.0	3.2
Professional	2.4	2.5	2.8	3.0	2.8	4.5

\*Source: 2006 Census of Canada and Employer's Internal Data, using methodology suggested by HRSDC.

We realize that many of our employees may not fully understand the importance of self-identifying as a person with a disability on our Workforce Census. We continue to actively examine the possible reasons for this to guide our continuing efforts to build awareness. In 2012, we refined the related census questions to widen the scope of potential responses:

- 1) Employees may identify themselves as persons with disabilities who do not consider themselves to be disadvantaged in employment; or
- 2) Employees may identify themselves as persons with disabilities because they fit within the definition set out in the *Employment Equity Act* based on their belief that any

potential or current employer would consider them disadvantaged because they are persons with disabilities.

With the addition of this self-identification option, we fully expected the shift we have seen. As of December 31, 2012, 1.01% of employees have identified themselves as persons with disabilities who do not feel disadvantaged at work. This is a direct reflection of the positive impact of our culture of inclusion, which provides every opportunity for persons with disabilities to have a rewarding career at Scotiabank. When the two response options are added together, our total workforce representation of persons with disabilities is 4.31%.

### **What We're Doing**

We have a Manager, Workforce Diversity whose primary role is to recruit persons with disabilities. A key element of this role is outreach to educate employees, students, and members of the public about employing persons with disabilities. Our policies reflect our commitment to supporting our employees who have disabilities by providing assistive technologies, resources and flexible work arrangements, as required.

With our key partner community agencies we support persons with disabilities through research and by participating in events and initiatives that promote employment of persons with disabilities.

- **Ontario JOIN (Job Opportunity Information Network)** is one of Canada's leading organizations specializing in recruitment of persons with disabilities and issues related to disability in the workplace. We leverage Ontario JOIN's expertise and support many of their initiatives, like the **Business Leaders Network**. We are the **Title Sponsor of the Annual Conference**, and the proud co-founder of the **Mentoring Connection**, the only initiative of its kind, in which Scotiabankers mentor job seekers with disabilities.

**New in 2012.** Ontario JOIN launched the first annual Career Fair for job seekers with disabilities, the only career fair of its kind in Ontario, and we were front and centre with our **Scotiabank Comfort Zone**. Our Workforce Diversity team conducted a workshop on how to apply for careers at Scotiabank through our [scotiabank.com/accessyourcareer](http://scotiabank.com/accessyourcareer) website, and our Brand Ambassadors and Scotiabank Universal Access Employee Resource Group members met with hundreds of job seekers and provided coaching and guidance on careers at Scotiabank and our culture of inclusion.

- **New in 2012.** We partnered with **NEADS (National Educational Assistance for Disabled Students)** by sponsoring the National Disability Scholarship program and awarding a Scotiabank scholarship to a post-secondary student.



- **Capilano University student scholarship.** We are proud to partner with Capilano University to offer customized scholarships to students with disabilities who are completing a business education. The support gives essential financial assistance.
- **Canadian Working Group on HIV and Rehabilitation.** We sponsored the research report *Evolving the workplace: Identifying opportunities to support people with episodic disabilities in employment*. Using a cross-disability approach, with a specific focus on the episodic nature of many disabilities, an extensive survey of stakeholders and key informant interviews were conducted to gather data on knowledge of episodic disabilities and employment accommodation strategies; current employment activities; needed support for further capacity building in the area of episodic disabilities and employment; and the experiences and needs of people with episodic disabilities who have intermittent work capacity.
- We hold formal **networking career sessions** about four times a year. Hiring managers meet potential candidates with disabilities who are introduced to us by our community partners. These candidates have been pre-qualified for current opportunities. At the end of the session, the managers select candidates for further interviews. Candidates apply for existing positions, or we hire them for internships that offer work experience and the possibility of eventual permanent employment.
- All new Scotiabank branches and all facilities in Canada that have undergone major renovations since 2003 meet or exceed the **Canadian Standards Association (CSA)'s accessibility guidelines**.

For a complete listing, please see the Scotiabank Diversity and Inclusion website at [scotiabank.com/diversityandinclusion](http://scotiabank.com/diversityandinclusion) or our Corporate Social Responsibility Report at [scotiabank.com/csr](http://scotiabank.com/csr).

## RECRUITMENT

We understand that offering assistance and accommodation during recruitment and selection enhances our ability to attract diversity in talent. This is why we provide options for how to apply for careers at Scotiabank.

Our **Career Site** invites specialized talent to join us through specialized job opportunities. Through a state-of-the-art user experience, it aims to show how Scotiabank can add value matched to personal interests. The site is instrumental in connecting individual business lines and the entire corporation to candidates with disabilities, Aboriginal talent, and newcomers to Canada. It also supports our master brand strategy to position Scotiabank as an employer of choice.



- **New in 2012.** [scotiabank.com/careers](http://scotiabank.com/careers) now has microsites to respond to individual interests and needs.
  - **New in 2012.** [scotiabank.com/accessyourcareer](http://scotiabank.com/accessyourcareer) is our new career microsite with information on how we accommodate our employees, our culture of inclusion and answers to frequently asked questions commonly asked by persons with disabilities when applying for careers. If applicants choose to self-identify as a person with a disability, assistance during recruitment and selection will be provided by our Diversity Recruitment Team.
  - **New in 2012.** [scotiabank.com/aboriginaltalent](http://scotiabank.com/aboriginaltalent), a new career microsite, profiles our long-standing history within the Aboriginal community in Canada and our internal network and community of employees passionate about Aboriginal inclusion at Scotiabank. Applicants choosing to self-identify as Aboriginal, First Nations, Inuit, or Métis have the option of receiving support during recruitment and selection from our Diversity Recruitment Team.
  - **New in 2012.** [scotiabank.com/newcomers](http://scotiabank.com/newcomers) is our career microsite dedicated to helping newcomers to Canada connect with our community partners for training and development opportunities to start their career at Scotiabank.
- **Career Edge Organization** is a private sector, not-for-profit organization that works with major employers to provide work experiences through internships for skilled newcomers to Canada, recent graduates from Canadian universities and colleges, and persons with disabilities. This partnership has been a great source of talent for our entry-level positions. In this case, the emphasis is more on finding the right fit for the organization and then training for the appropriate skills once the individual is hired. Please visit [careeredge.ca/en/home](http://careeredge.ca/en/home).

#### IV. OUR CULTURE OF INCLUSION

As we've said, employment equity is more than numbers. True equity also means a workplace where everyone feels valued and respected, and knows that they belong. We promote and reinforce those qualities in our workplace in many different ways:

- A. Communication and engagement,
- B. Responding to employee concerns,
- C. Policy framework,
- D. Learning and development,
- E. Employee health.

Our initiatives in these areas apply to all of our employees and we think it's important to stress that we value and respect all of our employees whatever their abilities.

## A. COMMUNICATION AND ENGAGEMENT

Let's talk. Let's get involved. For us, those are two key ways to promote engagement. "Let's talk" means two-way communication—we keep our employees informed, but we also encourage them to give us feedback and ideas. "Let's get involved" means that we give Scotiabankers a voice in issues that matter to them and a role in shaping our programs and achieving our employment equity goals. We also encourage their involvement in the community and we count on them to drive our many charitable and community events.

- **New in 2012.** In our annual employee survey, ViewPoint, we included four additional questions to get feedback from our employees on Scotiabank's HR policies and procedures. The questions related to the availability, ease of understanding, and use of Scotiabank's HR policies, as well as the overall physical environment of the workplace. Results showed that nearly all Scotiabankers know where to find information on our HR policies, with the majority finding the policies clear and easy to understand. The majority of Scotiabankers also agreed that HR policies are applied consistently. And 84% of Scotiabankers felt that management cares about their health and physical safety at work, which is four points above the norm for similar global financial services organizations.
- We welcome the public at our **Diversity and Inclusion** website, [scotiabank.com/diversityandinclusion](http://scotiabank.com/diversityandinclusion). The site offers rich content, such as our diversity history since 1889, our sponsorships, donations, and awards, employee participation opportunities, and our commitment to Diversity and Inclusion including Employment Equity. We're especially proud of our "Employee Experience" videos. They showcase our people telling their own stories about their work experience with Scotiabank. We hope they will encourage people from diverse backgrounds to consider a career with us.

The **Diversity and Inclusion Fountain** is our internal website. It's a virtual water fountain where our employees meet to get the latest news on our diversity programs and learn how to get involved. The calendar shows our own diversity events as well as significant cultural and religious events around the world. And the site is a fountain of knowledge, too, with many tools and resources for learning about a whole range of diversity topics. Linked to the Diversity and Inclusion Fountain is our internal Scotiabank Library Services and our dedicated "LibGuide" offering the latest news, research, and other content on Diversity and Inclusion topics from around the world.

- **Team Voice** gathers telephone or email feedback from our people on anything that touches on their ability to be leaders in customer service. What they say is channeled to the right business line for action.
- **Ideas In Action**, the Bank's employee suggestion program, receives on average 3,000 suggestions yearly from employees worldwide. Employees can be rewarded with up to \$10,000 for implemented suggestions that result in efficiencies. Since 2005, the program

has generated over \$3.5 million in savings and cost reductions. Information about Ideas In Action, including FAQs, tips and a suggestion form, is available to all employees through various internal websites.

- Our **Employee Resource Groups** are where our people come together to work on and promote specific issues. We've mentioned some of them earlier, but here's the full list:
  - **Scotiabank Aboriginal Network** is a forum for employees who are passionate about employment issues that affect Aboriginal peoples, within Scotiabank and in the wider community.
  - **Scotiabank Universal Access** brings together employees dedicated to eliminating barriers to access in the workplace. They share experiences and best practices and make recommendations for improving accessibility.
  - **Scotiabank Pride's** mission is to help foster an inclusive environment where employees and customers from the LGBT community, and their allies, feel safe, valued, and respected.
  - **Scotiabank Young Professionals** encourage our young talent in career development, learning, and community involvement. They also give us a fresh perspective on how to attract, retain, and engage the next generation of Scotiabankers.
  - **Scotiabank Intercultural Alliance** was inspired by World Day for Cultural Diversity (May 21). The members focus on ways to help employees who are settling into a new country and workplace culture.
  - **Scotiabank Caribbean Network** was also inspired by World Day for Cultural Diversity. The network facilitates connection and communication among our Caribbean professionals and their champions.
  - **HOLA (Hispanic Organization for Leadership and Advancement) Scotiabank** provides a forum to contribute to the leadership development of its members and promotes awareness of Latin cultures.
  - **Scotiabank South Asian Alliance**, is our newest addition, and like all ERGs, it is an employee initiative. The group is in the planning stage now and will launch the ERG in 2013. Its mission is to support the integration of South Asian employees and augment Scotiabank's diversity and inclusion initiatives, by promoting opportunities for networking, professional development, and celebration of a rich cultural heritage.
- **Scotiabank Women's Connection Network** is similar to an ERG, but is based on quarterly networking events for women on the path to leadership roles at Scotiabank (Manager to Director level). ScotiaWomen's Connection gives them the opportunity to build networks with their peers and to meet our senior female leaders who serve as role models.

- The **Scotiabank Employment Relationships Council (SERC)** is like a microcosm of our workforce. Its members represent our Canadian regions and several international locations, job levels from clerical to senior management, and our various business lines. SERC has always enjoyed diversity in its membership, including representatives from our Employee Resource Groups. Since last year, SERC has also included representatives from the Advancement of Women, Equity and Diversity Committee from our International Banking division.

SERC keeps an eye on our quarterly “People Plan,” which measures our progress toward achieving our diversity goals. The members meet quarterly to review our results and explore ways to attract and retain diverse talent.

Our policies and practices aim to reflect our culture of inclusion and increase employee engagement. SERC brings the employee voice and experience to the table at the development stage, and is a great sounding board. In the past year alone, SERC gave us valuable input on our Accommodation policy, our diversity and inclusion training program, and our Days of Awareness events.

## **B. RESPONDING TO EMPLOYEE CONCERNS**

We do everything we can to treat our employees equitably and maintain a work environment that promotes personal productivity, individual goals, dignity, and respect for all employees. But it’s inevitable in a large organization like ours—there will be employees who have conflicts or concerns.

We encourage our employees to come forward with what’s troubling them and not let problems escalate. Some people are more comfortable with a formal process and others prefer a more informal approach. By offering options, we think employees are more likely to speak up.

Scotiabank encourages open, two-way communication about issues and concerns in the workplace and strongly supports an environment where Scotiabankers can communicate about issues or concerns freely.

- **New in 2012.** Scotiabank launched an enhanced workplace issue resolution process, **Pathways to Resolution**, in tandem with our **Global Principles on Non-Discrimination in the Workplace**. Together, these initiatives promote a clearer, more open and flexible means of addressing workplace concerns.

Under the Pathways to Resolution process, Scotiabankers have the following options:

- Raising issues directly with their manager or supervisor through an official “Open Door” approach with the option of escalating to senior management directly; or
- Seeking support (confidentially, if desired) through the Staff Ombuds Office; or

- Speaking with an Employee Relations Officer or a Local HR representative.

Training is available to employees through online courses that provide skills, techniques and confidence to raise issues directly and in a timely manner. A poster and brochure are available globally to all Scotiabankers.

Within the Pathways to Resolution policy, employees can expect the following:

- Receive information on the resources available to assist in addressing questions and concerns;
  - Be treated with fairness, dignity and respect, without fear of retaliation if they raise a concern;
  - Have concerns taken seriously and handled with sensitivity, confidentiality and consistency;
  - Receive a timely response to questions or concerns; and,
  - Receive an answer to or a decision about a concern, where necessary, and an explanation of the rationale behind it.
- The **Staff Ombuds Office** is an independent internal department that reports directly to the President & CEO and serves Scotiabank globally, in English, French, and Spanish. The office is dedicated to supporting Scotiabank in its commitment to treating all employees fairly. Our employees can turn to the Ombuds Office in confidence for help with preventing and managing conflicts and concerns. The office works with employees to identify options and alternatives for resolving their conflict or concern and also helps parties resolve communication breakdowns.
  - Scotiabank's **The Whistleblower Policy and Procedures** is a supplement to the Guidelines for Business Conduct and is designed as a control to help safeguard the integrity of Scotiabank's financial reporting, its business dealings and to support adherence with the Guidelines. The Policy requires all directors, officers and employees to report concerns in these areas:
    - Financial reporting,
    - Suspected fraudulent activity,
    - Breaches of the guidelines and other compliance policies,
    - Retaliation or retribution against an individual who reports a concern.
  - The role of **Employee Relations** is to provide specialized expertise to employees and managers to address and resolve contentious employee issues. Their responsibilities include providing guidance and direction to employees so that they can address their

concerns directly with their supervisors or managers. In some instances, if appropriate, Employee Relations may help facilitate the discussion between the employee and manager. Employee Relations may mediate or investigate disputes and advise on matters relating to employee relations and human resources policies.

### C. POLICY FRAMEWORK

Some of our policies have been in place for a long time, but not one of them is carved in stone. As part of our **Global Human Resources Policy & Compliance Framework**, all policies are subject to a system of comprehensive and regular policy review. New policies and any changes to existing ones have to pass a rigorous review by our stakeholders and mandatory approval by our legal department.

- **Guidelines for Business Conduct** is a key document. It sets out our standards of behaviour in the equitable treatment of all members of our workforce. All Scotiabankers, at every level, must acknowledge annually, in writing, that they have read, understood, and adhere to the guidelines.
- In our **Human Rights Policy**, we make it clear that we will not tolerate any behaviour that conflicts with the spirit or intent of the *Canadian Human Rights Act* or other human rights and anti-discrimination laws that apply to our subsidiaries or operations outside of Canada.
- Our **Flexible Work Options Policy** provides a set of options to manage where and when employees do their work. These include flextime, compressed workweeks, job-sharing, temporary moves from full-time to part-time work; work at an alternate location, and phased retirement. Our Policy also has guidelines and checklists to help employees and managers determine which flexible work option suits their needs.

Studies have repeatedly shown that Flexible Work Options not only enable employees to better balance both personal and work commitments, but may also provide additional benefits such as reduced commuting time, reductions in stress, as well as financial savings. Organizations benefit from a more engaged and committed workforce, improved productivity, and in some cases, reduced real estate expenses.

- Our **Workplace Accommodation Policy** addresses accommodation for employees with disabilities and other needs based on human rights protected grounds.

### D. LEARNING AND DEVELOPMENT

The diversity journey at Scotiabank leads employees towards creating an inclusive culture through open-mindedness and awareness of different perspectives.

We believe that a culture of inclusion positively impacts our business goals as an organization:

- Sustainability and the bottom line,
- Creativity, innovation, and collaboration,
- Employee engagement and enthusiasm,
- Continuous learning and improvement.

Good training sets the stage for creating and reinforcing our culture of inclusion. We make sure our employees gain the knowledge that leads to better understanding of others' needs, perspectives, and rights. Training is also a way to send a clear message about the depth of our commitment to employment equity, and about the details of our policies.

- **New in 2012.** We are designing an **e-learning course, "Accessibility for Customers and Employees with Disabilities,"** to meet the Accessibility for Ontarian's with Disabilities (AODA) Customer Service Standard. Employees will learn how to provide better customer service to persons with disabilities, and the course will also assist them in their interactions with fellow Scotiabankers. The course will be delivered to all employees in Canada in early 2013.
- **My Learning Centre** is available to all employees on our internal training portal. We offer several courses related to Diversity & Inclusion, such as Getting Past Clashes, Managing Team Diversity, Managing Diversity Simulation, Stakeholder Interests, Cultural Diversity, Creating and Maintaining a Positive Work Environment: Improving Your Cross-Cultural Communications, Management Essentials: Caring about Your Direct Reports, and Sexual Harassment at Work.
- Our **Employee Relations** department delivers core employment equity training components, including focused presentations, tailored to job level, on subjects like Absenteeism, Human Rights, Appreciating Diversity, and Respectful Workplaces. As an example, Absenteeism Management Training teaches our managers about the need for accommodation when absenteeism relates to managing a disability.
- **Training for recruitment, interviewing, and selection** includes equity principles, the purpose of employment equity and human rights legislation, appropriate questions to ask in a selection interview based on the *Canadian Human Rights Act*, recruitment strategies for creating a diverse workforce, and the importance of leveraging diversity.

## E. EMPLOYEE HEALTH

By integrating wellness into our programs and policies, it becomes a part of our Scotiabank culture. We offer a variety of programs and services to support, encourage, and promote

sustainable, healthy lifestyles for our employees. These programs and services are outlined on our internal website, HR Passport, and include the following:

- **New in 2012**. Scotiabank launched **Scotiabank Vitality**, a health and wellness website for employees and their family members in Canada. The site provides a rich bank of information, tips, and tools in the areas of home, health, work, and wealth.
- Our Employee Assistance Program (EAP) offers confidential, **professional counselling services** (in person, by telephone, or a variety of electronic formats) and specialized services that promote health and wellbeing (such as nutritional counselling, smoking cessation, work/life solutions, resiliency coaching, and mental health management). This program gives our diverse workforce, and their eligible family members, access to sensitive and relevant support to meet individual needs.
- **The Health Assistance Program (HAP)** is a confidential telephone service offering practical, personalized help with non-urgent physical health matters and health-related lifestyle choices. It helps our employees and their families identify personal health risks and make healthy choices to feel better now and prevent more serious illness or disability later. The HAP assesses health risks, creates an action plan, and motivates behaviour change. It works in conjunction with the Bank's Health Risk Assessment.
- **Health Risk Assessment (HRA)** is an interactive online health questionnaire to help employees identify and evaluate their personal health risks. When used in conjunction with our Health Assistance Program, employees can identify their health risks and develop a plan to address them through sustainable, healthy, lifestyle changes.
- Through **Best Doctors Inc.**, seriously ill employees (and their eligible family members ) and their treating physicians can connect with world-renowned specialists to confirm the right diagnosis and treatment options, without having to leave home. In 2012, Best Doctors launched "Ask the Expert", a network of 50,000 specialists who provide answers about basic health conditions and treatment options. Employees on short-term or long-term disability participate in an **ActiveTreatment Plan**, a comprehensive treatment plan designed to promote wellness, build resiliency, and help employees return to health and productivity, both at work and at home. Case Managers work with employees and their physicians to create a personalized plan, which includes access to community programs and resources in addition to Scotiabank programs and services.
- **WorkAssist** is a counselling service to help employees on short-term or long-term disability return to healthy and productive living. WorkAssist can also help employees who are able to continue to work but need some help to manage stress, anxiety, or depression.



## V. INVESTING IN THE COMMUNITY

We support the communities where we operate by investing both financial and human capital. In 2012, we contributed over \$50 million to community causes in Canada and around the world. Of that total, just over \$40 million went to charitable initiatives in Canada. Our support focused mainly on health, education, environment, social services, sports, and arts and culture. Through our formal programs alone, this year our employees dedicated more than 500,000 hours to volunteering and fundraising in some 3,600 community initiatives and events.

We set objectives for our community involvement and report on our progress in our annual Corporate Social Responsibility Report (see our Corporate Social Responsibility website at [scotiabank.com/csr](http://scotiabank.com/csr)).

We have a dedicated budget for sponsorships and donations to support organizations that serve the needs of the members of designated groups. We focus our diversity sponsorships at the community level, in the areas of education and career or professional development. We are particularly interested in partnering with non-profit and charitable organizations that can help us strengthen our relationships with designated groups. We only allocate funding if the proposal focuses on one or more designated groups and if it supports career or professional development, education, or both.

## A LAST WORD

Over the years, we have established a culture of inclusion that is the heart of our Global Community of Scotiabankers. It's a big part of what makes Scotiabank such a great place to work. It is who we are and who we aspire to be. We are proud of the accolades we receive for our approach, but part of that approach is to continually try to do better. We are confident that our Global Diversity and Inclusion Strategy is the right blueprint for more progress toward employment equity, and that it will help make Scotiabank an even better place to work.

## APPENDIX A: AWARDS AND ACHIEVEMENTS

Once again, we have received recognition and awards from several international and Canadian institutions for our achievements across business lines and in areas related to innovation, customer service and satisfaction, and financial services criteria.

- **Global Bank of the Year 2012, & Bank of the Year in Canada, Latin America, Antigua, Barbados, Belize, Turks & Caicos, British Virgin Islands (*The Banker*, December 2012).** Scotiabank was named the Global Bank of the Year, as well as Bank of the Year in eight countries/regions by *The Banker*, a leading international finance and investment magazine that is part of the Financial Times Group. The awards reward and promote industry-wide excellence in the global banking community, specifically recognizing those banks that delivered shareholder returns and gained a strategic advantage. This was the first time a Canadian bank received this recognition.  
[scotiabank.mediaroom.com/index.php?s=31931&item=135221](http://scotiabank.mediaroom.com/index.php?s=31931&item=135221) (calendar year 2012/fiscal 2013)
- **Best Workplaces in Canada (Great Place to Work® Institute).** Scotiabank was named one of the 100 Best Workplaces in Canada for the third consecutive year. Selection for the Best Workplaces list is based primarily on responses to a proprietary Institute employee survey about the level of trust and quality of relationships in the respective organization. The Bank scored well in all categories of the study, and received marks that were above the benchmark for large workplaces across three of the Institute's five Work Trust Index categories: Credibility, Pride and Camaraderie. [scotiabank.com/greatplacetowork](http://scotiabank.com/greatplacetowork) (2012)
- **2012 Diversity Index (Corporate Knights).** Scotiabank was recognized on this index for the fourth year in a row, tying for fifth place with a score of 14.29%. The index measures visible minority and Aboriginal representation on Canadian boards.  
[corporateknights.com/report/2012-diversity-index/visible-minority-aboriginal-representation-canadian-boards](http://corporateknights.com/report/2012-diversity-index/visible-minority-aboriginal-representation-canadian-boards)

For more information on Scotiabank awards, please visit [scotiabank.com/careers](http://scotiabank.com/careers).

## APPENDIX B: SPONSORSHIPS AND DONATIONS

Please see our Diversity and Inclusion website at [scotiabank.com/diversityandinclusion](http://scotiabank.com/diversityandinclusion) for a complete portfolio of Sponsorships and Donations.