

Our commitment to creating value for both society and Scotiabank

# EMPLOYEES

## Our Commitment

Scotiabank is committed to creating an inclusive workplace in which employees are empowered and engaged. Scotiabank understands that our ability to build an inclusive environment with diverse skills and expertise is critical to the Bank's success. We strive to create a workplace in which employees are empowered, engaged, and provided with opportunities to grow.

## Our Priority

Scotiabank currently serves over 23 million customers globally, and our 88,000 employees come from more than 120 countries, speaking more than 100 languages. In an ever-growing and developing world, we aim to work alongside – and for – a diverse population. Our priority is to create an inclusive environment that allows customers and employees to reach their fullest potential.

### Diversity & Inclusion

We strive to respect and appreciate all individuals and to embrace both our differences and similarities to reflect the communities we serve.



## Better Future, Better Off

Through our commitments to customers, employees, communities, the environment, and corporate governance, we aim to promote economic growth and social impact wherever we operate, while maintaining the trust of our diverse stakeholders.

## Our Progress

### KEY PERFORMANCE INDICATORS

#### Employee engagement score

2017 & 2018 TARGET

≥ Financial Services norm

2017 PERFORMANCE

5% > Financial Services norm

#### % of Women in senior leadership roles (VP+)

TARGETS (GLOBAL)

≥ 30% 2017 Target  
≥ 34% 2018 Target

2017 PERFORMANCE

39% Canada  
20% International

### ADDITIONAL KPIS TO TRACK OUR 2017 PERFORMANCE

#### Turnover rate



Canada



International

#### Overall % of employees in Canada\*



3.8% Disabilities



28.4% Visible minority

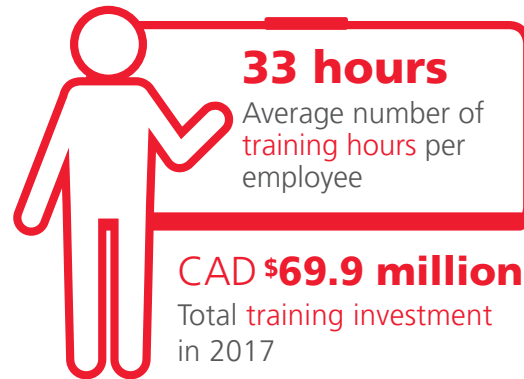


1.2% Aboriginal

\*2016 data from latest Employment Equity report.

# Our Impact

We are following through on our commitment by creating an inclusive workplace in which employees are empowered, and engaged. To learn more about our commitments, visit [scotiabank.com/csr](http://scotiabank.com/csr).



We continue to attract and retain employees with the right combination of skills to deliver our business goals.

We filled approximated 50% of our vacancies with existing employees, **providing nearly 12,000 employees with an opportunity for promotion.**

In 2017 we **increased our year-on-year employee engagement score** and we were five percent higher than the industry average.

There are **11 Employee Resource Groups (ERGs)** globally. These are employee-led initiatives that support underrepresented groups in contributing to our business goals, while promoting greater affinity and understanding.



**Women in senior leadership** roles (VP+) in 2017



Canada **39%**  
International Banking **20%**

We have a renewed **Inclusion Council** comprised of senior leaders across the business and **chaired by our President and CEO.**