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Scotia World
MAGAZINE

NEWS • EXPERIENCE • SUCCESS

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Moving Forward
The road to recovery

Scotiabank Group

Editor's note

On January 12 the lives of more than 80 Scotiabankers and their families were significantly altered by the devastating earthquake in Haiti.

Scotiabank quickly responded with a $250,000 donation to the Red Cross and has also set up an account where employees globally can make a donation to help fellow Scotiabankers in Haiti.

The employee account is called "**Scotiabankers Relief Fund**." The account number is Acct. # 80002 04238 15 at Transit 80002 (Scotia Plaza, Toronto, Canada). Scotiabank employees worldwide can make donations to this account or to other Scotiabank relief programs being established in their country.

2009 was a difficult year in financial markets throughout the world; however, Scotiabank, with its strong history of prudent risk management and perseverance during tough economic times, closed out the fiscal year on a strong note.

This edition of *Scotia World Magazine* looks at 2010 and explores the Bank's priorities as the global economy works to rebuild itself. In *Scotia News*, Rick Waugh, President and CEO, discusses the Bank's strategy and priorities for 2010 and Scotiabank's Chief Economist, Warren Jestin, provides his views on global economic performance. The article online also features a market outlook by Vincent Delisle, Director of Portfolio Strategy, Scotia Capital and an outlook on global currencies from Camilla Sutton and Sacha Tihanyi, Currency Strategists with Scotia Capital.

This issue also includes a tear-out flyer on flu-fighting foods. The flyer is part of a series that has been featured in *Scotia World Magazine* and *Scotia World Express*. More information on the seasonal flu or the H1N1 virus can be found on HR Passport under the News Watch icon or on International HR Passport (where available) under H1N1 in the Employment News section.

Scotia World Magazine online

We encourage you to visit the magazine online where you will find additional information on some of our articles as well as an extended Scotia Cares section.

Sincerely,

Paula Cufre
Managing Editor

Keep sending your comments and suggestions to scotiaworldmag@scotiabank.com – we value your feedback.

2010 Objectives – Scotiabank Group's Balanced Scorecard

Financial

- Return on equity of 16-20%
- Diluted earnings per share growth of 7-12%
- Long-term shareholder value through increases in dividends and stock price appreciation

People

- High levels of employee satisfaction and engagement
- Diversity of workforce
- Collaboration

Customer

- High levels of customer satisfaction and loyalty
- Deeper relationships with existing customers
- New customer acquisition

Operational

- Productivity ratio of <58%
- Strong practices in corporate governance and compliance processes
- Strong capital ratios
- Corporate social responsibility and strong community involvement

On the cover…

Angélica Cáceres, Head of the Customer Contact Centre in Santiago, Chile and her team (left to right) Grace Muñoz, Paulina Leyton, Carolina Mesa, Michael Barrera, Cristián Vásquez, Jocelyn Contreras and Daniel Bernal.

OneTeam**OneGoal**

what's inside

ScotiaNews

ScotiaExperience

ScotiaCares

Visit *Scotia World Magazine* online for an expanded Scotia Cares section

For additional information on some of the articles in this issue go to:

***Scotia World Magazine* online**

Located in Canada? Access the online version at:

- **HR Passport** under My Communities; through IntraLink > Scotia Beat > Scotia News Network; or,
- **Scotia Navigator homepage** under the Employee information link.

Located outside of Canada? Access the online version at:

- **HR Passport** (where available) or,
- **From IMAC** under Corporate & Contact Information > Public, Corporate & Government Affairs > Public and Corporate Affairs > Scotia World Magazine.

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Scotia World Magazine is available on HR Passport under My Communities, on Scotia News Network, which is available through IntraLink, and on the Scotia Navigator home page under the Employee Information link. It's also accessible from IMAC where available.

All submissions and suggestions are welcomed. If you are sending a digital photo, please make sure it is high resolution (300 dpi at 5" x 7").

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In discussion with Rick Waugh

"Collaboration is really to make 'One Team,

The Scotiabank Group delivered strong results in 2009. *Scotia World Magazine* spoke with President and Chief Executive Officer Rick Waugh about the year's highlights and the Bank's priorities for 2010.

Rick Waugh
President and Chief Executive Officer

What were some of Scotiabank's key accomplishments in 2009?

Thanks to our employees' dedication and efforts, we met all of our financial and operational targets, and made good progress on our key priorities. Each of our business lines and corporate functions contributed to that success. Together, we managed to grow our businesses profitably, despite the turbulent market conditions.

At the same time, we continued to be recognized as a great place to work, all around the world. For example, we were named one of the 50 Best Employers in Canada for 2010 by *The Globe and Mail Report on Business* magazine, for the sixth straight year, as well as one of the 2009 Best Companies to Work for in Mexico, and Central America and the Caribbean, by the Great Place to Work Institute.

How we accomplish our goals is also very important to us. As a result of our commitment to the principles of corporate social responsibility, we were one of just 11 blue-chip Canadian companies recognized on the 2009 Dow Jones Sustainability World Index (DJSI World), and we were named one of Canada's 50 most socially responsible corporations in a report that was published in *Macleans* magazine last summer.

We accomplished all of this and much more despite the many challenges we faced. In fact, we're still seeing and responding to changes in our regulatory environment, economy, and the needs of our customers, across our many markets.

Are we keeping the same five priorities for 2010?

Yes. Last year, we enhanced our key priorities of sustainable revenue growth, capital management, and leadership by formally adding prudent risk management and appetite, and efficiency and expense management. These have always been strengths for us, but over the past year the importance of focusing on these priorities has become clear.

Why are these priorities important to us?

Having clearly defined priorities has never been more important to our success. They give us a roadmap to follow in these uncertain times. We know where we want to go – our long-term corporate goal is to be a leading international financial institution, based in Canada. Our priorities help us focus on what we need to do to get there.

To learn more about the Bank's strategies and priorities, talk to your manager about watching the One Team, One Goal 2010 video featuring Rick Waugh.

just how we work together One Goal' happen."

How can we best build sustainable revenue growth in an economy that's still rebalancing?

The most effective way to build sustainable revenue is to look after our customers. Ultimately, that growth comes from our ability to build strong, lasting relationships with our customers and attract new ones.

We'll continue to strengthen our core businesses by improving the quality of our customer service and advice, and the range of products and services we offer. We'll also continue to pursue growth opportunities in complementary businesses, such as Wealth Management and insurance.

In addition, we'll look for ways to use best practices and leverage the expertise of the entire Scotiabank Group to benefit our clients. A good example is how we're building a NAFTA platform in wholesale banking – bringing Scotia Capital's expertise in Canada and the U.S. to clients in Mexico.

How are we managing our capital to build our businesses?

Capital is the backbone of our business – it's the fuel for our engine. It's what gives us strength and soundness as an organization. It also gives us the ability to grow – to acquire new businesses, to finance new products and to give our people great careers.

We're fortunate that our capital base and capital management processes are already very strong, thanks to the joint efforts of our Finance and Group Treasury areas. And, we're investing in new management information systems that will help us continue to manage our capital effectively.

Not many organizations have stated their commitment to leadership as a key priority – Scotiabank has. Why is leadership so important?

We recognize that strong leadership is a competitive advantage. The best strategy won't work if you don't have the right people in place to execute it. That's why leadership is critical to our long-term success – not just leaders for today but also the development of strong leaders for the future. We were recently recognized by *Fortune* magazine as "a company to watch" for our progress in identifying, fostering and developing leaders. That tells me we're headed in the right direction.

What are we doing to manage our Bank's risks?

Risk management is something our Bank has done very well for a long time. It's part of our culture, and it's one of the main reasons why we came through this period of crisis in such good shape.

There's some level of risk attached to just about everything we do. The vast majority of our loan customers repay us – but there's always a small percentage that doesn't. At a very basic level, risk management is all about trying to keep that percentage as small as possible, so that we can continue to offer competitive products and services. We've implemented new collections initiatives and more extensive stress testing during the past year to help us do just that. But the key to risk management is experience and good judgment – know your customers and know them well.

Scotiabank is well-known for its efficiency and expertise in expense management. This has helped us get through the recent period of crisis. What more can we do to retain our competitive advantage in this critical area?

Watching our pennies is the Scotiabank way – making sure we spend our money carefully, doing things right the first time, and continually improving how we do things, to help reduce mistakes. We can never be entirely certain about our revenues – that's up to our customers. But we can control our spending, and look for ways to do things better.

And often, the things we do to save money and operate more efficiently are good for the environment too.

"Collaboration" is a word we're hearing more often lately at Scotiabank. What does it mean?

Collaboration is really just how we work together to make "One Team, One Goal" happen.

Sharing best practices, working on cross-functional teams, increasing understanding across the diverse areas of the Scotiabank Group – these are all ways we can work together and promote greater collaboration across the Bank. One of our strengths is having a diverse organization – there's diversity in locations, in business lines and products, and in our people. We need to use this strength and build on each other's experiences and expertise.

"One Team, One Goal" helps all of us to focus on our corporate goal, to be a leading international financial services company based in Canada, and on the key strategic priorities we need to focus on to get there.

Is there anything else you'd like to say to employees?

2009 was a tough year but we came through it in great shape and that's entirely thanks to the efforts of our employees. I'm very proud of the way we worked together to meet the challenges of the past year and I appreciate everyone's contribution and hard work.

Things are looking more positive. There are a lot of opportunities emerging – for our Bank, for our customers, for our employees and we have a great future ahead of us and we have the right strategies, the right priorities and, most of all, the right people with the One Team, One Goal spirit. I'm looking forward to the year ahead!

Beyond trees and tourism:

Empowered B.C. & Yukon employees leverage dynamic western economy

Vancouver Main Branch (From left) Allison Wethersett, Customer Support Representative, Dennison Singh, Customer Support Representative, Gabriel Lai, Manager Small Business, Catherine De Jong, Assistant Manager Customer Service, Vancouver Commercial Banking Centre and Main Branch, B.C.

Like most newcomers to Canada's picturesque west coast, Dave Poole faced surprises when he took the reins of British Columbia (B.C.) & Yukon Region in 2006. "I discovered this economy is about much more than trees and tourism," recalls the Senior Vice-President, alluding to the area's reputation as a hub for cruise ships traversing rainforest-covered fjords.

"The economy is incredibly diverse, with oil, gas and mining, and more people working in financial services than in the forestry sector," raves Poole. "We are also a trade gateway to the Far East, a destination for newcomers to Canada, and home to a thriving small business economy."

Empowered employees drive results

Poole insists that the region's success is a result of employees who are urged to collaborate. For example, Scotiabank more than doubled its market share among local multicultural communities recently, partly thanks to eight employee committees that plan ethnic marketing tactics.

Grassroots branch ideas also fuelled B.C. & Yukon's successful Find the Money initiative, a 2009 campaign to reduce operational costs. Guided by a project team of district leaders, the region achieved expense reductions of $4.6 million, after asking employees to put their branches on a "money diet" and find "low fat" versions of expenses.

Among the simple yet effective ideas: carpool to meetings; take clients for coffee instead of lunch; and flip weather mats in ABM lobbies to cut cleaning bills in half. In fact, branches found cost savings of $300,000 per year just by reducing stationery inventories and conserving paper.

It really is your business

The region also framed its 2009 business plan around the theme that "It really is Your business," inspired by best practices from the five districts.

Taking ownership of results also helped the region's Commercial Banking team, spread across 13 locations, preserve and build relationships with clients spanning the mining, forestry, agriculture and food processing sectors.

"We've been successful with existing clients, even as the lumber industry struggles with reduced U.S. exports, by giving them more face time and showing that we're really dedicated to serving their business," points out Ken Kalansky, B.C.'s Vice-President, Commercial Banking. He adds that they have also achieved solid results by piloting a deposit initiative targeting prospective clients with cash management and foreign exchange needs, including many global mining companies based in the province.

"Scotia Private Client Group (SPCG) has also reaped great results in 2009, due to the proactive approach of local relationship managers," notes Trudy Hofley, Director SPCG. "Even in a gloomy global economy, our people are out there, getting to know each client's story and showing that we can deliver better integrated solutions than our competitors."

Seeing beyond the forest and the trees

"While the upcoming winter Olympics may be the lightning rod that attracts the world's attention, B.C. & Yukon has incredible fundamentals for growth," adds Poole. "By reminding our employees that this really is their business – and letting them show us how to do it – we can achieve long-term success."

Visit Scotia World Magazine online to read more about how Scotiabankers are growing B.C. & Yukon Region's wealth management business and supporting the community.

Building on today's momentum for tomorrow's growth

Dan Wright
Senior Vice-President and Head,
Wealth Management, International Banking

At an event attended by politicians, clients, prospects and Bank officials in Jamaica, Scotiabank's International Wealth Management division officially opened its thirteenth Scotia Private Client Group (SPCG) wealth centre since 2007. This followed the opening of the SPCG Miami centre earlier in 2009.

These centres, along with 11 others around the world, are all part of the larger International Wealth Management strategy, first implemented in 2007, which has seen asset growth of 18 per cent and revenue growth of 29 per cent in three short years; a milestone the Bank is hoping to double by 2012 and which Dan Wright, Senior Vice-President and Head, Wealth Management, International Banking, is confident his team can deliver.

"Growing our wealth business has been, and will continue to be, a priority for International Banking as we look for ways to increase our overall contribution to the Bank," said Wright. "What we are about to embark on is a strategy for wealth that will see us become a significant contributor to International Banking within the next two years."

For example, Wright's team plans to open SPCG centres in Panama, Costa Rica, Chile and Mexico in 2010, with the goal of having 22 centres in 18 countries by the end of 2012.

Growth is not without its challenges

Strong growth and expansion does not come without its challenges. When operations span 11 countries there are plenty of obstacles to overcome.

Also, services provided by SPCG centres are not the same in every country. Wright's team must fill product gaps as they are identified and that means continuously looking at and launching new products. New acquisitions in new markets also mean building and applying a common operating model in a multitude of countries with different regulatory requirements.

"When we go into a new country, from a private banking perspective, we can't always leverage what we did in the last country because there are different core banking systems. That means that when we open a new SPCG centre, we must also launch a new Private Banking package," explains Wright. "Doing this gives us the opportunity to tailor that package to the specific needs of customers in a given country."

Where do we grow from here?

At a time where growth in other parts of the Bank may have slowed due to economic uncertainty and tight budgets, the SPCG growth strategy may seem aggressive. But not to Wright who sees it as the correct time to be making this investment, since the World Wealth Report predicts double digit growth rates in wealth in Latin America and Asia in the foreseeable future.

"The economy is a cycle; if we stop growing now we are going to be that much further behind when international economies improve," says Wright. "The key is managing expenses and continuing to grow, even if not at the same pace, so that when the market does pick up, we're ready - because others will be."

Wright points out that since it takes between six to nine months to launch an SPCG centre, it is important to anticipate the market rather than react to it.

Wright concludes, "The rate at which the international wealth business has grown over the last year despite this economic downturn is proof that we are able to build our business because we have what is needed in place to do that. We want to ensure that momentum continues."

The road to recovery:
moving toward a new normal

***Scotia World Magazine* sat down with Scotiabank Chief Economist Warren Jestin to talk about the global economy, recovery and what people can expect over the next two years.**

The global economy is transitioning from recession to recovery. Around the world, countries are starting to get back on more stable footing, with output growth beginning to pick up. But Jestin advises that people shouldn't expect things to return to the way they were before.

"The road to recovery isn't taking us back to the world that existed in the recent past," said Jestin. "It's a different road because growth in the U.S., Canada, Europe and Japan is going to be slower, and economies in the emerging world will become stronger and much more important to the global economy in the future."

Jestin predicts that Canada and the U.S. will recover sooner than Europe and Japan, but North America will not be leading global growth. Emerging economies such as China, India, Chile and Peru, will grow faster than developed economies. This is good news for Scotiabank, which is well positioned with a strong presence in these emerging markets.

"Opportunities are becoming more prevalent in the emerging world because job and income growth are going to be faster than in the developed world," explains Jestin. "This year is unique in many ways. For example, China will sell more cars and trucks than the U.S. for the first time in history."

Canada: A resource-rich country in a resource-short world

Canada has been less affected by the recession because of its strong banking system and the solid financial positions of Canadian households, businesses and governments. These strategic advantages mean that Canadian households will likely recover faster than in the U.S. However, Canada will face the challenge of adjusting to a slower-growing U.S. economy, and will need to shift away from dependency on the U.S. by strengthening and establishing new trade relationships overseas.

An important strategic advantage for Canada is that it is a resource-rich country in a resource-short world. As emerging countries gear up and growth begins to strengthen globally, the demand for commodities that Canada produces will strengthen. This will help to support business activity and employment in Canada, particularly in resource-centric areas in the West, North and the East. Jestin notes that Ontario, which has a large service sector, is also well positioned to participate in the recovery.

"There is more stability in the service sector and I believe more growth potential," said Jestin. "And just because autos may not be doing as well as they've done in the past doesn't mean that manufacturing is not viable in Canada. In fact, there are abundant opportunities for manufacturers in the machinery, technology and environmental areas, though they will have to become more productive in a very competitive global economy."

Inflation will not be an issue in the near term

According to Jestin, excess capacity in many industries will mean that inflation is not going to be a big issue for the next couple of years in most countries, particularly in the U.S. and Canada. As a result, interest rates should stay low. The Bank of Canada and the Federal Reserve have said that they will not raise interest rates for the first half of 2010. However, over the longer term, factors such as the costs associated with an aging population and environmental remediation may add to inflation and as a result, borrowing costs are likely to rise over the longer term.

(From left) Eduardo Gomez de la Torre Pratt, Head of Corporate Finance and Manuel Pino Gilardi, International Associate, Scotiabank Peru.

No such thing as a full global recovery

"The economic recovery really depends on where you are," said Jestin. "The good news is we're moving ahead – growth is resuming, but the concept of recovery assumes that we are going back to some relatively strong rate of growth that existed before. This doesn't appear likely."

Jestin believes that Europe is going to lag in the recovery. Although he predicts that the U.K. economy is about to turn, he notes that it is still facing significant financial challenges. While Germany and France are showing signs of recovery, an older population and slower population growth rates will present a challenge to growth in the future.

"By the end of 2010, the recoveries in Canada and the U.S. will probably have made up most of the Gross Domestic Product (GDP) and output loss experienced in 2008 and 2009," Jestin explains. "However, countries like China and India are already powering up after only slowing moderately as the recession hit."

Successful companies of the future – leaner, greener and globally focused

In Jestin's opinion, the companies that will do well in the future are those that are specialized with highly skilled labour forces, plugged into global supply chains and are globally focused. Businesses in the next decade are going to have to be more entrepreneurial than they have been in the past to deal with the rapidly changing and more competitive global economic landscape.

He goes on to say that the fastest-growing industries in the world in the near future will be the one that provides solutions to improve energy efficiency and address environmental issues.

"We are going into a new world in terms of looking at how we use energy and how we relate to the environment," said Jestin. "There are many opportunities for new businesses to start up in these areas, and companies have to seize those opportunities."

Scotiabank positioned for success

Jestin reminds us that we can't overlook the good news story. "Certainly for banking, Scotiabank is globally competitive and well positioned to do very well in the future," he states. "Our strategy has been a global one, not dependent on Canada or the U.S. alone."

By investing in many emerging markets that are going to become increasingly open to opportunity over the next decade, Scotiabank's strategy is pointing to the future of global growth.

"We have a competitive advantage because we do business in many emerging markets," said Jestin. "When you're in 50 countries around the world, you have to cultivate an understanding of what drives those markets. And we can use our experience to further develop our business and expand into new frontiers."

Visit *Scotia World Magazine* online for an outlook on global currencies from Scotia Capital's Currency Strategists, Camilla Sutton and Sacha Tihanyi, and an update on financial markets from Scotia Capital's Director of Portfolio Strategy, Vincent Delisle.

For more information on the economy and other topics r elated to investing, visit http://helpmeinvest.scotiabank.com.

Glen Gowland
in conversation with
Barb Mason

Glen Gowland Managing Director and Head of ScotiaFunds sat down with Barb Mason, Executive Vice-President of Wealth Management in Canada on behalf of *Scotia World Magazine* readers to discuss the business' success in 2009 and the focus for 2010.

GG Let's start with a look back on 2009. What did the year look like for Wealth Management? What were a couple of key successes for the business line?

BM In 2009, we saw equity markets decline and interest rates drop significantly. That resulted in a real sense of consumer anxiety. Our advisors and our businesses responded extremely well to our clients' needs. While managing through this extremely difficult environment we were still able to execute on some clear priorities, which positioned us well for growth in 2010 and beyond.

First, we worked with members of the Wealth Management team and many of our internal partners to create and launch Scotia Asset Management, a new platform to manufacture and support our suite of wealth investment products across all channels.

Second, through this downturn, ScotiaFunds was number one in Canada in terms of net sales in 2009; higher than the rest of the industry combined. A tremendous effort by our retail branch partners, ScotiaMcLeod (SM) and third party sales.

Third, SM, as the first part of a strategic repositioning of the business, refocused to bring new external assets into the Bank. Finally, we also had great success with the launch of our iTrade business where we've seen new account and trade volume growth.

GG The economic downturn has resulted in somewhat difficult markets for wealth advisors across the country. How has Scotiabank been supporting advisors?

BM Our Team of Experts, the Portfolio Advisory Group; Inside Sales Desk; Investment Field Consultants and Investment Sales Consultants, did an outstanding job. What was important was that we tried to provide our people with the timeliest information possible given the volatility of the markets. And our in-branch sales management teams helped advisors get through these difficult times.

As well, where other firms went quiet through this period, we were vocal in supporting our advisors through advertising, taking a long-term view and emphasizing the long-term opportunities the markets were presenting.

GG What are the key priorities/areas of focus in 2010 for the business line?

BM Assuming markets cooperate, we are going to be in growth mode and certainly have aggressive targets for all of our wealth and deposit businesses.

For example, in our mutual funds business we have record sales targets for the next year. We are going to try to do more business than the Bank has ever done not only though our branch channels but through SM and Scotia Private Client Group (SPCG).

In SM we are going to continue to focus on capturing a higher net worth segment of the market and bringing in new households, accelerating the level of growth that we have had in the business. SPCG will also increase its focus on sales and cross selling between the team of experts in the business.

In deposits, we are exploring how we can simplify and reorganize our chequing and savings account line-up by looking at packaging and bundling opportunities. In the payment space there is a lot of activity in the market in terms of contactless, mobile banking, tap-and-go payments, and the evolution of the debit payment system in Canada, and we need to ensure we have a highly competitive offering.

GG As the economy recovers, innovation and collaboration become even more important in product development and delivery. How is Wealth Management delivering on these themes?

BM A great example is the new Scotia Asset Management Platform. This program took collaboration, trust and a willingness from a number of Wealth businesses to hand over the responsibility of their product manufacturing and sales support to this team and trust them to deliver a level of service, innovation and product development that they may not have had the capacity to do within their own

businesses. A lot of credit needs to be given to many people who were part of bringing this together.

Another example is our INNOVA mutual fund solution, which has been an enormous success for Scotiabank, having sold over $500 million in 10 months. This was a real effort from numerous teams that worked extremely well together over a short period of time to build a best-in-class investment solution.

GG Empowering and developing existing and future leaders is one of the Bank's key priorities. What is Wealth Management doing to help today's leaders continue to grow and encourage the Bank's next generation of leaders?

BM For me, empowerment equals trust and I have a significant amount of trust in my management team and their management teams. This allows me to empower my team and in turn they empower theirs, creating a sense of freedom to act, be innovative and try to think outside the box, which helps us to be a productive division where employees spend time taking action, not taking orders.

From a developmental perspective, we have always been innovative in developing programs such as Emerging Leaders and Legacy where we spend significant time identifying future leaders. We provide customized plans to help them accelerate their growth and development. We get excellent feedback on these programs and know that participants stay in touch, sharing ideas, knowledge and helping each other. This program really contributes to our great track record of employees moving and growing through the different divisions of Wealth Management and across the Bank.

GG Wealth Management is a large business line and a key area of growth for the Bank. Heading up this area sure takes up a lot of your time. How do you manage a work/life balance?

BM First and foremost, I have to set priorities to the best of my ability. Making sure what's most important whether it's at home, or at work or for me personally, and that requires many tough choices.

On the work front, I'd love to be more involved in external industry associations and network more with my peers and other players in the Wealth business. But that often takes a lot of evening hours which I can't do with so many things on the home front right now.

At home, my husband's a saint. It's a partnership for us in terms of raising the kids. Our boys are still young, 10 and 13 and, as well, my mom needs support here in Toronto.

For me personally, I don't get to see my friends as often as I'd like, I don't get to the gym as much and I may miss some of my boys' hockey games… these are the choices, and they are often very hard. At the end of the day you just have to try your best.

And finally, from a business perspective, what really helps is I can go home and most nights the stress of the job doesn't go with me. Wealth has an extremely strong team, from top to bottom, and they give their very best.

Visit *Scotia World Magazine* online where available for a video version of Glen's interview with Barb and to learn how Wealth Management has been working to retain existing clients and attract new ones and how the integration process for Dundee Bank and E*TRADE Canada has unfolded.

Scotia Applause

Employee award program celebrates success across borders and cultures

Modeled after nine years of experience and the award-winning success of the Canadian employee recognition program, Scotia Applause continues to gain enthusiasm and participation sixteen months after being launched to some of the furthest reaches of Scotiabank's international operations.

The transition to Scotia Applause as Scotiabank's global recognition program has been embraced by International Banking employees and leaders alike, who want to acknowledge outstanding contributions and formally recognize the accomplishments of individuals and teams.

"In addition to all employees in Canada, it's possible today for roughly one-third of the International Banking division to recognize and celebrate their colleagues' good work and achievements from as close as their own office or branch, or across international borders through Scotia Applause," says Yvette Bryan, Director, Recognition and Rewards Programs, International Banking, who spearheaded the original Scotia Applause program in Canada.

Bryan now oversees the implementation of the program internationally by leading a large, cross-functional team from the Caribbean and Latin America, along with members of International Banking Marketing, Sales and Service, Human Resources, International Systems Development and Shared Services.

Bryan says that as well as enabling thousands of International Banking employees to experience the same satisfaction as their colleagues in Canada who send and receive Scotia Applause certificates to one another, this initiative helps align business-focused activities and workplace behaviours with the delivery of an exceptional customer experience.

Scotia Applause International is now the primary source of employee recognition in more than 20 countries and growing. It's also the Bank's first employee recognition program that is entirely web-based, allowing it to be customized to track and report usage, calculate and redeem Applause points and recognize year-end, top performing individuals and teams under one universal Applause brand, for which it is broadly respected. For example, in 2009, Scotia Applause was honoured with four best-in-class awards from the Recognition Professionals International Association for program design excellence, cementing Scotiabank's reputation as a global leader in employee engagement, and reflective of the Bank's consistently high ViewPoint employee satisfaction scores.

> "Scotia Applause has been a key element during the continual change processes at the Contact Centre. It allows the team to celebrate and savour successes, inspiring improvements in the quality of the customer experience."
>
> *S. Ramnarine, Retail Banking Sales Officer, Trinidad & Tobago*

"Enhancing our culture of staff recognition goes hand-in-hand with our leadership strategy and making Scotiabank an even greater place to work," said John Newell, Senior Vice-President, International Banking Sales and Service.

"I appreciate the commitment and collaborative effort it has taken thus far to establish the program in several of our international locations – and for that, I think the Scotia Applause team deserves a standing ovation."

What's next for Scotia Applause International?

While significant strides have been made in the Scotia Applause program integration, plenty of work remains to bring the bulk of the larger markets, such as Mexico, Peru, Chile and El Salvador online. This is part of the focus for the next phase of the plan.

Carlos Saito, Manager, Recognition and Reward Programs, International Marketing and Yvette Bryan, Director, Recognition & Reward Programs, International Marketing

Ideas in Action

Visit *Scotia World Magazine* online for a list of the latest Ideas in Action award recipients.

Eat well this flu season!

While there aren't any specific nutrients that will stop the influenza virus, there are general nutritional strategies and flu fighters that will help you conquer and treat influenzas.

- **Chicken soup is an overall "feel-good" food,** which holds many nutrients that have been proven to help battle cold and flu symptoms. Try low-sodium soups.
- **Green tea is a natural antioxidant** that helps boost your immune system.
- **Lean meats contain iron and zinc,** which can help boost your immune system.
- **Foods high in Vitamin C,** such as oranges, strawberries, sweet red peppers and broccoli have health benefits that may prevent colds and flu.
- **Honey has soothing effects** that relieve heavy cough symptoms. When experiencing a harsh cough, two teaspoons of honey will soothe an irritated throat.

More information on the seasonal flu or the H1N1 virus can be found on HR Passport under News Watch, or on International HR Passport (where available) in the Employment News section under H1N1.

Additional information can also be found on the World Health Organization (WHO) website: www.who.int/en or the Health Canada website: www.hc-sc.gc.ca.

Together in Health

Scotiabank Group*

ScotiaExperience

ViewPoint is getting a makeover!

"ViewPoint began as a Canadian branch employee survey and remained largely unchanged for many years. However, Scotiabank is now a leading global financial institution. ViewPoint needs to reflect what Scotiabank has become," says Cory Garlough, Vice-President, Global Employment Strategies.

Being one of the main touch points for every employee in more than 50 countries, ViewPoint enjoys strong employee participation and executive support. To better reflect and capture the diversity of the Bank's operations, geographical locations and employee opinions, the survey is undergoing some enhancements.

"ViewPoint is an opportunity for employees to provide direct and anonymous feedback. It is an extremely valuable tool for the organization to aid in protecting our most valuable asset – our employees," adds Garlough. "With strong participation, our employees provide us with critical and honest feedback. We've heard them – now we want to hear more. We want to know more. We will be asking new, more targeted questions that can be used to compare ourselves against other financial institutions locally and globally."

Most importantly, concludes Garlough, ViewPoint's purpose and objectives remain unchanged. "ViewPoint allows all of us, as employees of Scotiabank, to provide our thoughts and opinions on what makes Scotiabank a great place to work – whether that be in Chile, Egypt or Canada."

Look for more updates in *Scotia World Magazine* and *Scotia World Express* as we move closer to the launch of the ViewPoint survey in early May.

What's new in 2010?

Below are the key enhancements for our employee survey:

- New ViewPoint questions and more of them that may require some additional time when taking the survey. Moving forward, the majority of the questions will remain consistent year-over-year to allow for comparisons, while a portion will be focused on specific areas of interest allowing more flexibility to ask targeted questions based on the needs of the organization;
- Questions that are best actionable by managers/leaders, the organization or both;
- Discontinuation of ESI and DI scores, replaced with a single Employee Engagement Index (EEI) score for all qualifying people managers. The EEI is comprised of the same four engagement questions as in 2009, however, as this is a benchmark year, the EEI target for balanced scorecards has been set at >50 per cent (Strongly Agree or "top box") for Scotiabank overall;
- Most employees* will receive their passcode directly from the third-party survey vendor, Kenexa, so they no longer need to wait for their leader to distribute passcodes. This makes for a faster, easier and more streamlined administration of ViewPoint;
- More transparency in action planning at all levels and tracking of action planning and review by managers to maintain or improve employee engagement, and,
- An earlier survey window – the survey will start in early May so that reports and results are provided earlier allowing almost 10 months for action planning!

* Employees in select locations (e.g. Chile, El Salvador, Guatemala, Mexico, Peru, etc.) will continue to receive group passcodes.

(From left) Monica Carbajal León, Personal Banking Officer, Sara Ibarcena Espinoza, Customer Service Representative and Jhesse Céspedes Ordoñez, Customer Service Representative from Scotiabank Peru.

Spotlighting the careers of Scotiabankers

Interview with Phil Thomas

Vice-President, Customer Contact Centres, International Banking

Phil Thomas, Vice-President, Customer Contact Centres, International Banking, has made some significant strides during his career at Scotiabank. In this interview, he speaks about his experience and hands-on approach to handling his career.

SWM: How did you come to work at Scotiabank?
PT: I started at Scotiabank in 1997 as a Customer Service Representative at the Customer Contact Centre in Halifax, Nova Scotia, shortly after completing a brief stint with a bank in Dublin, Ireland. It was after having the experience of working overseas that I felt I wanted to work for a Canadian-based company with a strong international network. Naturally, Scotiabank came to mind and I approached the company for a job.

SWM: How did you make your career choices? Did you have a plan or allow things to happen on their own?
PT: I always wanted to work in International Banking and made this known in my earliest development discussions with my managers. I received some great advice early in my career to always try and look two moves ahead for opportunities that would help broaden my skills and experience and prepare me for the next challenge or position, which incidentally included several lateral moves along the way.

SWM: What was your most significant career decision?
PT: Aside from knowing what it was I really wanted to do, I believe my most significant decision to date was to move to Toronto from Halifax. While I enjoyed living and working there, I still wanted to step off the curb and go after the prospects that awaited me in a new city. After all, one of the great aspects of working for Scotiabank is the variety of avenues it offers towards building a successful career. Changing cities or countries isn't necessarily for everyone, but it was the right move for me.

SWM: What is the most satisfying aspect of your current role?
PT: There are more than a few, but in my current role, I find a lot of satisfaction in being part of a great team of people that spans different cultures and geographies, but shares the same goal of using our collective knowledge and skills and new, innovative technology to build world class International Contact Centres for Scotiabank.

Above all else, I like the fact that I still get to interact with our customers on a regular basis and get feedback from them on how we're doing as a service organization in meeting their needs.

> “I think it’s important to know yourself and what your strengths and weaknesses are when it comes to making career decisions, especially when those opportunities have the power to complement your strengths and strengthen your weaknesses.”

around the world

SWM: Do you have any mentors or coaching relationships?

PT: Yes. I feel very fortunate to have worked closely alongside several excellent managers throughout my career, some of whom I remain in contact with for advice or to bounce around ideas from time-to-time. I’m also glad that International Banking’s senior executive team is so knowledgeable and understanding about the complexities of our working environment.

I’m also a strong proponent of the mentorship experience and I devote as much time as I can, at least informally, to mentor a number of people, which I find very rewarding.

SWM: What is your leadership philosophy?

PT: I strongly believe that great teams achieve great things through effective communication, collaboration and trust. I am also a big advocate of empowerment. I strive to empower my staff to make rapid, informed decisions, since much of what we do requires immediate action. Having confident leaders in place makes it easier to arrive at our desired result.

SWM: What are some important lessons you've learned while building your career?

PT: I have always tried to take advantage of every opportunity that has come my way, and I’m pleased that each of those opportunities has turned into a great learning experience for me. Knowing the value of doing this is why I encourage others to look for extra assignments that will allow them to showcase their talents and skills. Having said that, I think it’s important to know yourself and what your strengths and weaknesses are when it comes to making career decisions, especially when those opportunities have the power to complement your strengths and strengthen your weaknesses.

SWM: How has Scotiabank helped you advance?

PT: One of the best opportunities that Scotiabank has provided me is the option to move within the organization. I have worked in Canadian and International Banking and accepted a number of lateral and vertical moves that have helped me build solid skills and a solid foundation of knowledge that has led me to where I am today.

SWM: In your opinion, how can people move forward in their careers? Is there any advice you'd like to pass on to others?

PT: I recommend that employees always look for ways to control their own development – to take the initiative and not wait for someone to come to them first. If you see a gap somewhere, think about what you would do to fix it and move forward to communicate that to your colleagues or manager. In a nutshell, I’m a big advocate of taking ownership of one’s own career.

SWM: How do you maintain a work/life balance? Do you have a favourite way to spend your free time?

PT: Some people might have a hard time believing this, but I’m a former triathlete and used to devote much of my spare time to training and competing in Ironman endurance events. Of course, this was before my wife and I became parents to a three year old – and six months ago, twins. Now my kids give me just about all I can handle. Although often a challenge, I still try to get a few workouts in during the week.

I am also active in my community. I volunteer for local charities and sit on the executive committees of two local not-for-profit groups. Life is busy, but I love it.

SWM: What goals are you currently working towards?

PT: Primarily, I continue to focus on taking assignments that keep me engaged and challenged at work. But more than that, I want to be in a position where I am fully involved in building something, whatever it happens to be, that contributes to the growth engine of the Bank and makes us more globally competitive. Scotiabank has afforded me the opportunity to make a difference in the way we do business, and I like being a part of that drive towards success.

SWM: What are you most proud of in your career?

PT: I’m proud of what I’ve helped achieve with respect to the International Banking Customer Contact Centre initiative and strategy that will enhance our customer relationships and the increased business that results from those relationships. But more so, I’m proud of the success I’ve had in leading the collaborative effort between the teams of individuals that were established across various business lines, divisions, geographies and cultures to arrive at where we are today. I’m sure everyone involved would agree that it’s been a tremendous amount of work, but certainly worth it.

Objective Setting

– strong start for a strong finish

The ability to effectively measure any objective at year-end is largely dependent on how well the objective was written and communicated at the beginning of the fiscal year. A clearly written objective, following the Specific, Measurable, Attainable, Relevant and Time-Framed (SMART) methodology describes what is to be accomplished and how it is to be accomplished. A clearly communicated objective ensures that both the manager and employee know exactly what is expected in order to achieve the objective and what successful performance looks like. However, one of the challenges that a manager and employee could face during the objective setting process is a difference in expectations or slightly different views of what successful performance looks like.

A fresh approach

After the initial objectives have been written, the manager and employee should meet to review and discuss. The conversation should focus on how the manager and employee each view successful performance, identify any perception gaps and seek ways to close them. Encouraging a collaborative approach can help to set strong business goals and clear performance measurement expectations. It's important to remember that managers and employees are trying to achieve the same goal: successful performance combined with appropriate reward and recognition.

Tips for writing objectives

Questions to keep in mind when writing objectives using the SMART methodology:

- What do you want to do?
  - What is the Specific outcome you want to achieve? Is it Relevant?
- How are you going to do it?
  - Is what you want to do Attainable within the time-frame you have?
- How will you know that you have done it?
  - Is the outcome Measurable?
- What does successful performance look like?
  - Will you have Specific and Measurable quantitative results – numbers, percentages, scores etc.?
  - Will you have Specific and Measurable qualitative results – behaviour descriptions, observable actions, specific feedback from others, etc.?

Kenneth Wong,
Senior Audit Manager,
Credit Risk Audit

Visit *Scotia World Magazine* online for a list of resources on the objective-setting process.

Scotiabank named 'global hero' in fight against HIV/AIDS

Kaz Flinn
Vice-President,
Corporate Social Responsibility

On December 1st, as Scotiabankers worldwide marked World AIDS Day, Scotiabank was recognized for its global work on HIV/AIDS by Aid for AIDS International, an organization committed to improving the lives of those living with HIV/AIDS in Latin America and the Caribbean.

At a gala in New York City on World AIDS Day, Sylvia Chrominska, Scotiabank's Group Head of Global Human Resources and Communications, accepted the "Global My Hero Award" on behalf of Scotiabank, making the Bank the 2009 global corporate honoree for its efforts to fight this deadly disease.

Scotiabank has earned the spotlight for its employee-led regional campaigns in the Caribbean and Latin America since 2005, which raise awareness and funds to provide testing, prevention and care for persons affected by the disease.

"Scotiabank has proven itself to be a leader in corporate responsibility, showing unprecedented commitment to the fight against HIV/AIDS in both its native Canada and internationally," said Jesus Aguais, Founder and Executive Director, Aid for AIDS International. "Scotiabank has shown an admirable commitment to fighting the pandemic worthy of both recognition and emulation."

The Bank also announced its new global HIV/AIDS Policy. By adopting this best-practice employee policy, the Bank can ensure a consistent and equitable approach to the prevention of HIV/AIDS throughout the organization and its communities. The policy also spells out the Bank's approach to managing the consequences of the illness, including care and support for employees and their families living with HIV/AIDS.

Have a healthy work day & feel the difference!

The average full-time employee spends about 30 per cent of the week at work. So it's important to make the most of the work day and take the right steps to be healthy while you are at work. Creating a healthy workspace and bringing those habits into your daily routine can boost your energy and your mood, as well as increase your productivity and efficiency!

When it comes to your health, sometimes little things can have a big impact. Here are some strategies you can put into practice at work.

De-clutter

Our surrounding environment can have a big impact on our physical and mental health. Organizing your workspace can help to clear your mind, reduce stress and make it easier to be efficient and productive. Set aside some time to de-clutter and organize every few weeks.

Stay hydrated

We all know that the benefits of drinking water reach way beyond quenching your thirst. Your daily dose of H_20 can help boost your energy, flush out toxins, reduce the risk of disease and infection and clear your skin.

Keep a glass or reusable water bottle at your desk as a reminder to drink water during the day. Chances are if you keep filling it up you will drink it without even noticing! Bring a few lime or lemon wedges with you to work to add a little flavour.

Have healthy snacks on hand

By eating small meals over the course of the day you can maintain your energy level and help prevent the end-of-day hunger that can have you reaching for the first thing you find in the kitchen when you get home. Also, try bringing healthy snacks from home – this may help you reduce your trips to the food court.

Snack ideas:

- Fresh fruit
- Raw vegetables
- Whole wheat pita with hummus
- Low fat yogurt
- Dry mixed cereal or trail mix
- Nuts, pumpkin or sunflower seeds

Get moving

Part of being healthy in your workplace is leaving it from time-to-time. Keep a pair of comfortable walking shoes at work and try going for a walk during your lunch break. Get outside when you can for some fresh air, even if it's just for a short walk around the block. This will help boost your energy and clear your mind.

Keep your body happy and promote good circulation with these tips.

If you work at a desk:

- stretch your arms out in front of your body, to the sides and above your head; and
- do some leg lifts: straighten your knees and lift your legs out in front of you.

If you are on your feet for most of the day:

- shift your balance to allow one leg to rest while the other supports your body; and
- wear effective, cushioned, comfortable footwear that does not change the shape of your foot and has arch supports.

For more information on healthy living at work, visit My Wellness Centre on HR Passport or International HR Passport where available.

Pat Dibe, Accounting & Budget Coordinator, Public, Corporate and Government Affairs

Visit *Scotia World Magazine* online for an expanded Scotia Cares section

Scotia Cares

Building vibrant communities

Roll up a sleeve and save lives!

Scotiabank has joined Canadian Blood Services' Partners for Life program, giving Scotiabank employees the opportunity to make a difference to the health of their communities by donating blood.

Robin Hibberd, Executive Vice-President, Personal Lending & Insurance, Canada, is the Bank's executive sponsor of the program and helped kick off Partners for Life during an event at Scotia Plaza in Toronto on Dec. 1.

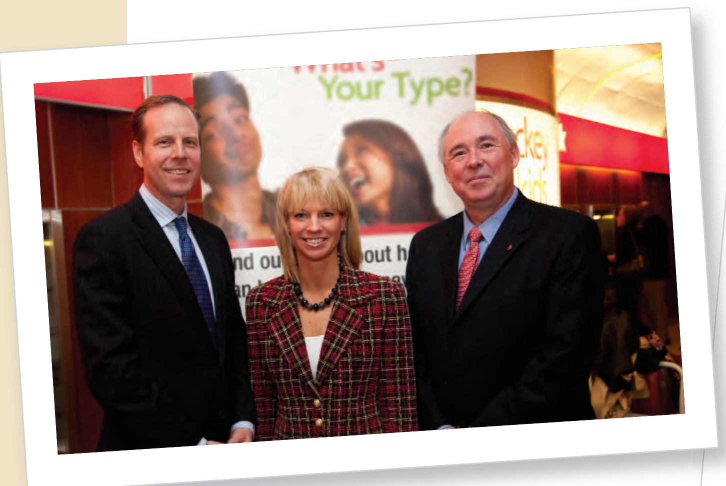
"I am proud to support the Partners for Life program, and am confident that Scotiabank and Canadian Blood Services will succeed in raising awareness and encouraging Scotiabankers to roll up a sleeve and donate the most precious gift a person can give," said Hibberd. "Every minute of every day, someone in Canada needs blood – and a single donation can save up to three lives – so, imagine the difference Scotiabankers can make in the communities where we live and work!"

As part of the Partners for Life program, Scotiabank has committed to encouraging its employees to register as blood donors and contribute toward the Bank's target donation goal in 2010.

"It is because of the compassion and caring of organizations like Scotiabank and its employees that Canadian Blood Services will be able to continue to meet the ever increasing need for blood and blood components," said Canadian Blood Services Chief Operating Officer, Ian Mumford. " Each generous donation may help a stranger, or perhaps even someone you know, since more than half of Canadians will either need blood themselves or know someone who will need blood during our lifetime."

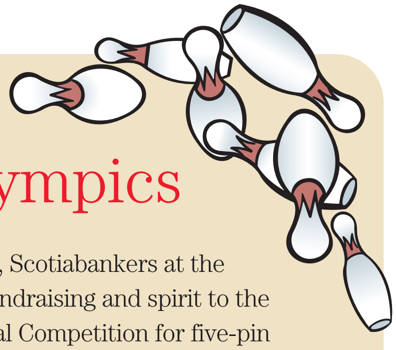
To learn more about Partners for Life, donating blood and many other ways employees can contribute to helping others, click on the Partners for Life link, in the Scotia Source section of HR Passport (Canada only).

Canadian Blood Services is a national, not-for-profit organization whose mission is to manage the supply of Canada's blood and blood products. (Héma-Quebec manages blood supply collection within the province of Quebec.) For more information about blood donation, visit www.blood.ca or www.hema-quebec.qc.ca.



At the Partners for Life launch, Scotiabank employees found out their blood type and learned about donating blood. Speaking at the event (from left) Robin Hibberd, Executive Vice-President, Personal Lending & Insurance; Deirdre Cameron, blood recipient and spokesperson and Ian Mumford, Canadian Blood Services COO.

Bowling for Special Olympics



In British Columbia (B.C.), Scotiabankers at the Terrace branch brought fundraising and spirit to the Special Olympics Provincial Competition for five-pin bowling. The branch sponsored a Special Olympics athlete, Jennifer Ansems, (photo below), Customer Support Representative Sales and Service, to help her with some expenses as the team took part in the event. Held in B.C. the competition involved 1,200 athletes from all over the province, competing in 11 different sports, including 40 teams for five-pin bowling. The branch won the gold medal in their division.

In Puerto Rico, Scotiabankers joined the United Way in their celebration of “Give Back Day” by participating in a Special Olympics bowling tournament that was sponsored by the Bank.

Scotiabankers offer support to storm victims

In a devastating disaster last November, Tropical Storm Ida blew ashore in El Salvador, claiming the lives of hundreds and leaving thousands homeless. In an effort to assist those who lost homes and loved ones, Scotiabankers have helped their co-workers cope with the losses by providing basic items, emotional support and complete evaluations of affected homes to estimate damages. The Bank also contributed $25,000, as well as accounts for aid purposes at branches. At the branches, Scotiabank employees helped by collecting clothes, food and medicine to be donated to the Salvadorian Red Cross.

Fundraising during Kadooment Day

Kadooment Day is a public holiday celebrated by the people of Barbados through colourful carnivals and other festivities. As they do every year during this day of celebration, employees at the Black Rock branch volunteer at a fundraising stall, raising donations for the Nightingale Children’s Home, which was adopted by the branch several years ago under the Bright Future Program. This year, the branch raised a total of BBD$3,000 for the home.

Ernest Francis, International Branch Manager, presents a cheque fort the Nightingale Children’s Home to Denise Nurse, Deputy Director of the Child Care Board.

Over the edge!

In Montreal, Quebec, Diane Giard, Senior Vice-President, Quebec/Eastern Ontario Region, was a “superhero” for a day at the Easter Seals Drop Zone event. With cheering and encouragement from the rooftops by enthusiastic Scotiabankers, Giard (photo below) braved the heights and rappelled down the side of a 26 storey building, raising $2,500 for the event. Since 2005, more than 2,000 superheroes from across the country have gone “over the edge” to raise more than $2.8 million for kids with disabilities. The funds raised by Giard benefited the Quebec Society for Disabled Children.

A decade
of hope and smiles

In Toronto, Ontario, a group of 32 International Banking employees, named Cultural Ambassadors, helped celebrate the tenth anniversary of Transforming Faces Worldwide (TFW). TFW is a Canadian non-profit organization working in eight developing countries to improve access to treatment for individuals with cleft lip and palate disorders.

The Cultural Ambassadors raised more than $15,000 through various fundraising activities, which was matched by Team Scotia. Recently, some of the ambassadors also participated in the Scotiabank Toronto Waterfront Marathon, sprinting for TFW, raising an additional $8,000.

The Scotiabank Blue Nose Marathon sprints into its sixth year!

In May 2009, the Scotiabank Blue Nose Marathon celebrated its sixth year with more than 8,000 participants walking, jogging and running the streets of Halifax, Nova Scotia. Scotiabankers took part in the event by volunteering at the Scotiabank water stations, cheering on the runners and raising money for The Scotiabank Group Charity Challenge in 5 km, 10 km, full and half marathon races. The Scotiabank Group Charity Challenge encourages participants to go the distance by running for one of the Bank's 17 official charities, raising more than $126,000 in 2009

A guiding force

Scotiabanker John Sherrington, Vice-Chairman and Head of Private Equity Sponsor Coverage, received a Lifetime Achievement Award from the Children's Aid Foundation. Sherrington has served on the Foundation's board for the past six years, serving the past two years as the board's Chairman. He has been committed to increasing the revenue raised by the Foundation to expand their capacity to support "at risk" children and youth. Sherrington has also been supportive of the Duke of Edinburgh Awards program, which he has championed within the Children's Aid Society. The award is presented to individuals who have made a unique and sustained contribution to the Foundation.

Helping fight childhood cancer

Last October, Scotiabank donated $500,000 for families facing childhood cancer. The donation was presented to the Kids Cancer Care Foundation of Alberta through the Reach! campaign, a joint program between the University of Calgary, Alberta Health Services and the Calgary Health Trust. The funds will be put towards the Kids Cancer Care Foundation's Family Care Program, which provides children with cancer and their families with opportunities to connect with other families facing childhood cancer.

Scotiabankers
lend a helping hand

In Trinidad and Tobago, Scotiabankers always lend a helping hand in the community.

Scotiabankers from the Penal Branch swapped pens for paintbrushes during a library development project at the Lady Hochoy School. During regular visits, employees ensured that the library's walls were in top condition by giving them a fresh coat of paint. They also assisted the school by acquiring bookshelves, desks and chairs, as well as sourcing reading material for the students to enjoy.

Over the past eight months, employees from the Rio Claro Branch have volunteered their time to assist young people in the community. The branch teamed up with the 4H International Club, a worldwide youth program, in an effort to encourage positive behaviour among young people in the community. Employees helped educate students at 10 primary schools on the basics of growing seedlings and food crop production to give them hands-on experience in agricultural practices. Also, the branch hosted a "Take Your Kids to Work Day" where 17 students from the top participating schools in the area were given the opportunity to see their parent, friend, relative or volunteer in various roles at the Bank.

At the Marabella Branch, Scotiabankers initiated a computer literacy project with Operation Smile, a home for more than 39 abandoned children. To kick off the project, the branch donated computers to the home and has also pledged to continue their visits to help teach the children how to use the computers.

(Above) Employees from the Penal Branch spend quality time with children from the Lady Hochoy School. (Left) Scotiabankers Deosaran Ramsumair and Gaitrie Persad from the Rio Claro branch help teach kids the basics of banking during Take Your Kids to Work Day.

Flipping out
for the Terry Fox Run

For the seventh year in a row, Scotiabanker Denis Provencher, Branch Manager, Sales & Service, organized a fundraising barbecue on behalf of the Bank for the Terry Fox Run. Employees flipped and grilled more than 500 hotdogs. Fifteen branches in the Montreal and East District also contributed by raising $22,627, along with a donation of $15,000 from the Bank for the Terry Fox Foundation, making Scotiabank the foundation's largest corporate donor in Quebec for 2009. In the seven years that Provencher has organized the event, some $300,000 has been raised for the Foundation. Provencher is also among the top one per cent of individual fundraisers in Canada, having personally raised $35,000 to date.

(From left) Guy Berthiaume Vice-President, Montreal and East District, Denis Provencher, Branch Manager, St-Michel and Peter Sheremeta, Quebec Provincial Director & National School Run Organiser, Terry Fox Foundation.

Enriching classrooms
across Puerto Rico

In Puerto Rico, Scotiabankers visited the classrooms of two high schools to donate books, workbooks and laptops.

Scotiabankers donated a set of books and workbooks to the Fernando Vallejo High School in Manatí, Puerto Rico, which will be used in their program focused on administrative studies and entrepreneurial skills. To further enhance the program, students received copies of a book entitled *How to begin, develop, and administer a small business in Puerto Rico* from Ricardo Ortiz, Vice-President of Business Banking, who also spoke to students about various tips and trends.

And, for the second year in a row, Scotiabankers donated a sophisticated computer lab through the Bright Future Program. Students at the Petra Mercado High School received 28 laptops, a multifunctional printer with a one year supply of toner, an air conditioner system and financial education workshops.

Scotiabank shoots and scores

with its love for the game

Scotiabank continues to skate forward with new hockey partnerships and programs across Canada, uniting the nation with the sport. Through its partnerships, the Bank's hockey programs enrich communities by engaging fans and players in new ways to celebrate the game.

From October to January, the Bank brought the celebration of hockey to 15 communities across Canada. Selected branches hosted the Stanley Cup, along with historical exhibits, giving visitors the opportunity to have their pictures taken with the iconic trophy and win prizes. In August, hometown hero Sidney Crosby brought the Cup home to Cole Harbour, Nova Scotia, to 65,000 screaming fans. The Halifax Regional Municipality hosted a parade in Sidney's honour, followed by several Fan Zone events throughout the day. As part of the celebrations, fans were invited to have their photos taken with the Stanley Cup courtesy of Scotiabank (photos below).

This winter in Calgary and Ottawa, the Bank partnered with NHL teams the Calgary Flames and the Ottawa Senators for Girls HockeyFest. Through the partnership, girls aged 7-14 who play hockey were given the exciting opportunity to receive training and advice from female Olympic hockey stars along with female elite players from the University of Calgary and the Southern Alberta Institute of Technology.

In November, participants hammered out slap shots for the United Way in the second annual Scotia Hope Leadership Celebrity Hockey Event. National Hockey League (NHL) greats Darryl Sittler and Mark Napier joined Scotiabank executives, including President and CEO Rick Waugh, and youth from United Way agencies in a friendly hockey game in Toronto, Ontario.

Even if they aren't goaltenders, the Bank is committed to teaching kids how to save! In October, the Bank launched the Scotiabank Hockey Club to connect Canadian youth with hockey and financial literacy. Any child who enrolls in the Scotiabank Getting There Savings Program receives a Scotiabank Hockey Club Savings Tin and membership in the Scotiabank Hockey Club, featuring free magazines and web access filled with hockey tips and chances to win prizes. The club's website has numerous tips and tools to help parents manage household funds and share these habits with their children.

Last August, the Bank enriched its hockey programs through a new partnership with Pro Hockey Life, Canada's hockey megastore. The new partnership is designed to help fans and families with their love for the game by offering exclusive in-store and online discounts and advice on equipment. By using a Scotiabank card to pay for purchases at a Pro Hockey Life retail store or online, customers receive a ten per cent discount.

More information on the Bank's hockey initiatives and programs can be found on the Scotiabank Hockey Club website: www.scotiahockeyclub.com.

(Above) Members of the Royal Canadian Mounted Police pose with Pittsburgh Penguins Captain and Nova Scotia native Sydney Crosby. (Photo left) Scotiabankers from the Retail Branch Network, Commercial Credit, Dealer Finance Centre, Wealth Management, Business Support Center, Central Accounting Unit and Contact Centre in Halifax who volunteered at the Cole Harbour event had their chance to be photographed with the Cup.

Scotiabank Group®

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