



“As a Leading Bank in the Americas, Scotiabank benefits tremendously from diversity. In fact, we view diversity as a business imperative and competitive advantage. We are committed to ensuring that our Bank remains a diverse and inclusive workplace for the benefit of our employees, customers, communities, and shareholders.”



**Brian J. Porter**  
President and  
Chief Executive Officer



**for every future™**

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# 2019 Scotiabank Employment Equity at a Glance

Employment Equity is fundamental to our Bank and is certainly worthy of a full report. But if you only have time to read one page of this report, start here – with a summary of our Employment Equity performance over the past year.

In order to fully carry out our core purpose – to be *for every future* – we first need to understand where gaps exist in representation for different groups of employees, and such an understanding requires quantitative data.

## QUANTITATIVE OVERVIEW

As of December 31, 2019, the number of permanent full time and part time employees at Scotiabank was 37,520, up 10% from 2018. This increase reflects the Bank's renewed focus on global financial compliance and AML initiatives and is reflected in this report. Data in this report also incorporates approximately 1,200 employees that were reported in separate Employment Equity reports from our subsidiary Tangerine prior to 2019.

### Women

Scotiabank continued to see strong representation of women across all levels of our organization. The overall representation rate of women in our workforce was 56.3%, above external workforce availability by 6%. The development, retention and advancement of diverse women into leadership roles continues to be a key priority for the Bank.

### Visible Minorities

While the overall representation rate of Visible Minorities in our workforce (23.8%) remained lower than market availability, rates of representation in senior management positions increased by just over 1% in 2019, while labour market availability remained unchanged.

### Aboriginal Peoples

The representation of Aboriginal Peoples in our workforce (0.9%) remains below labour market availability, but we are working diligently to close this gap. We have prepared a three-year Employment Equity Plan to advance inclusion among Aboriginal Peoples at the Bank, develop positive Indigenous relationships and respond to Canada's Reconciliation imperative.

### Persons with Disabilities

The representation of individuals who identify as a person with a disability increased slightly to 3.2%, while labour market availability remained unchanged. However, representation for this group remained under labour market availability.

## 2019 Scotiabank Employment Equity at a Glance

Though quantitative metrics are important, we believe that they only tell part of the story of Employment Equity at the Bank. Based on the outcomes of our 2019 Employment Systems Review (which identified barriers faced by Aboriginal Peoples at the Bank), we will undertake further Employment Systems Reviews in 2020 to identify barriers faced by the remaining designated groups above. These reviews will purposely focus on identifying barriers that could adversely impact diversity in talent pools and affect representation in senior management.

For a fuller look at all of the things we are doing to promote equity in our workforce, we invite you to take a deeper look at our progress toward inclusion in the pages ahead.

### HIGHLIGHTS

#### [Launch of Inclusion Narrative](#)

Our new Inclusion Narrative aligns all geographies and members of our organization, upholding our focus on creating inclusive and safe workplaces.

#### [Unconscious Bias: Advancing Conscious Inclusion Training](#)

Scotiabank launched this mandatory training module for all employees globally in 2019.

#### [Implementation of Inclusive Hiring Guide](#)

Building inclusive, high-performing teams requires interviewing and hiring candidates from the broadest talent pools for all levels.

#### [UN Women's Empowerment Principles](#)

Scotiabank signed the UN Women's Empowerment Principles, which aim to promote gender equality and women's empowerment in the workplace, marketplace and community.

#### [UN Global LGBTI Standards of Conduct for Business](#)

In 2019, Scotiabank became the first Canadian Bank to adopt the UN Global LGBTI Standards of Conduct for Business.

#### [Enhanced Benefits and Wellness](#)

In 2019, Scotiabank enhanced our benefits programming in Canada by announcing two additional personal days and enhanced parental leave.

#### [ScotiaPulse \(employee engagement\) Results](#)

92% of employees believe that Scotiabank is building an inclusive workplace, which is a top driver for employee engagement.

# Inclusion Makes Us Stronger

 At Scotiabank, *for every future* means creating long-lasting and positive impact in the communities we operate in. It's about creating opportunity, and making the possible, possible – one Scotiabanker, customer and community at a time.   
– SVP Global Communications and Social Enterprise

Scotiabank is a leading bank in the Americas.

We are guided by our purpose, *for every future*™

With a team of approximately 100,000 employees and assets of over \$1 trillion (as at October 31, 2019), Scotiabank trades on the Toronto Stock Exchange (TSX: BNS) and New York Stock Exchange (NYSE: BNS). For more information, please visit [scotiabank.com](https://scotiabank.com)

The new articulation of Scotiabank's Core Purpose is *for every future*. Its aim is to unify and inspire employees under one shared Bank vision and to recognize the impact we make for our customers, communities, the Bank and our shareholders across the world. Through *for every future*, Scotiabank continues to live its commitment to diversity and inclusion and proudly welcomes diversity of identity, thought and experience for all our employees and customers. The word "every" in our Purpose statement underscores this commitment and how fundamental it is to Scotiabank.

We are a global company with a shared, connected set of values. We are respectful, accountable, passionate and put integrity above all else. By building an environment to thrive and developing and attracting the very best, we empower every future by creating a workplace where every employee can perform at their very best.

## Inclusion Makes Us Stronger

### OUR INCLUSION PILLARS

Our inclusion pillars provide a narrative for us to align to as an organization, while allowing for adaptation based on regional needs and circumstances.



#### GROW AN ENVIRONMENT TO THRIVE

We strive to create an inclusive culture where every employee is empowered to reach their fullest potential, respected for who they are, and their differences and similarities are embraced. We unlock our employees' potential through bias-free practices and one set of inclusive values across Scotiabank.

##### Check your biases

We all carry unconscious bias in our day to day lives, ingrained in each and every one of us. As Scotiabankers, we strive to identify and disrupt unconscious bias to improve our decision making and work environment.

##### Be a champion for inclusion year-round

Scotiabank actively supports Employee Resource Groups (ERGs) – grassroots initiatives that celebrate our diversity and foster inclusion. ERGs span diverse gender identities, ages, abilities, sexual orientations, ethnicities, veterans and allies. By getting involved with grassroots initiatives we can all foster inclusion.

#### ATTRACT THE VERY BEST

We re committed to treating current and prospective employees fairly and equitably. By building our leadership teams and maintaining a pipeline of diverse talent, we support individual growth and elevate our collective performance potential.

##### Promote inclusive hiring practices

Inclusive hiring practices allow us to build high-performing teams and attract the very best talent from the most diverse pool of candidates, including women, diverse ethnicities, Indigenous Peoples, persons with disabilities, veterans and LGBT+ communities.

##### Cultivate future leaders

Our ongoing engagement, education and development programs encourage our employees to learn and grow while building a diverse leadership pipeline within the Bank. Through mentorship of Scotiabankers from diverse backgrounds, we can all contribute to the development of future leaders.

# Awards

**Bloomberg Gender  
Equality Index** (Bloomberg)



**2019 Workplace Benefits  
Award – [Diversity Category](#)**  
(Benefits Canada)

**Canada Top Companies  
Award** (LinkedIn)

**Canada's Top 100  
Employers, 2019 –**  
[Tangerine Bank](#) (Greater  
Toronto's Top Employers)

**Top 100 Most Diverse and  
Inclusive Organizations**  
globally – ranked #20  
(Refinitiv, formerly  
Thomson Reuters D&I Index)



**Most Attractive Employers  
in Canada** (Universum)

**Best Workplaces  
in Financial Services  
and Insurance**  
(Great Place to Work 2019)

**50 Most Innovative  
Workplaces**  
(The Elevated Awards)

**Top 25 Best Places in  
the World – ranked #20**  
(Great Place to Work 2019)



# Leadership and Consultation

Inclusion is essential to the long-term success of our Bank, and our commitment to strengthening inclusive practices starts with our leadership. By setting the tone for inclusion inside our Bank and taking steps to understand and respond to the needs of our diverse employees, our leadership is creating a culture where every employee is enabled to reach their fullest potential, all individuals are respected for who they are and differences and similarities are embraced.

## INCLUSION COUNCIL

Our commitment to inclusion and employment equity spans our entire organization and global footprint, and we emphasize their importance at the very top of our organization. Scotiabank's established governance framework reinforces clear accountability to inclusion with established measures.

Our Inclusion Council consists of senior leaders representing key business lines across the Bank. In 2019, the Council, chaired by CEO Brian Porter, met seven times and continued to advance inclusion globally. This was accomplished by focusing on increasing representation of women in leadership roles and underrepresented groups across the Bank, developing a global [Inclusion Narrative](#) that aligns all geographies and every employee across the organization and upholding an Enterprise focus on inclusive and safe workplaces.

Under the Council's leadership, Scotiabank became the first Canadian Bank to adopt both the UN Global LGBTI Standards of Conduct for Business and UN Women's Empowerment Principles (WEPs). The Council was instrumental in developing inclusive hiring practices and implementing monitoring and tracking to ensure inclusive hiring. In 2019, the Bank introduced mandatory unconscious bias training to all employees globally under the Council's guidance.

Looking ahead, the Council is positioned to continue driving Inclusion forward at the Bank. A refresh of our Canadian Employment Equity diversity survey to encourage self-identification is planned for 2020, and the Council has committed to extend the Bank's employee diversity census to countries outside of Canada in 2021.



## Leadership and Consultation

### OTHER INCLUSION COUNCILS/COMMITTEES

In order to operationalize inclusion globally, various functions and governing bodies are responsible for monitoring Employment Equity goals and initiatives and monitoring and reporting progress toward goals.

<p><b>INCLUSION COUNCIL</b></p>	<ul style="list-style-type: none"> <li>• Collectively own enterprise-wide diversity goals and prioritize initiatives/programs within business units that increase diverse representation</li> <li>• Prioritize the retention, recruitment and development of under-represented groups</li> <li>• Monitor progress in closing representation gaps</li> </ul>
<p><b>INTERNATIONAL BANKING (IB) INCLUSION COUNCIL</b></p>	<ul style="list-style-type: none"> <li>• Advance business diversity goals, including women representation in leadership and our diverse talent pool</li> <li>• Drive the effective execution of the D&amp;I strategy as applicable to the culture of each respective country</li> <li>• Measure progress and change through established metrics</li> </ul>
<p><b>GBM DIVERSITY AND INCLUSION COMMITTEE</b></p>	<ul style="list-style-type: none"> <li>• Champion a culture of inclusion by recruiting, retaining and promoting a diverse pool of high performing individuals, where everyone has the opportunity to achieve success</li> <li>• Advance diverse representation at all levels</li> <li>• Develop Associate Director Elevate program for women</li> </ul>
<p><b>HR BUSINESS PARTNERS WITHIN CANADIAN BANKING DIVISION</b></p>	<ul style="list-style-type: none"> <li>• Embed employment equity planning into overall business priorities and workforce planning</li> <li>• Facilitate local HR regulatory compliance requirements</li> </ul>
<p><b>DIVERSITY AND INCLUSION / GLOBAL HR</b></p>	<ul style="list-style-type: none"> <li>• Ensure Scotiabank’s strategy, policies and practices support a diverse and inclusive workplace</li> <li>• Educate and engage employees on the Bank’s inclusive work environment, while raising awareness to the needs of diversity groups defined by employment equity (Aboriginal Peoples, Persons with Disabilities, Visible Minorities and Women in addition to LGBT+ People and Veterans)</li> <li>• Conduct workforce analysis, coordinate employment equity reporting, and facilitate ongoing consultations with a wide range of stakeholders from across the Bank about employee development and retention to further Scotiabank’s inclusive culture</li> </ul>

Scotiabank became the first bank in Canada to establish a Diversity and Inclusion Office under its Global Banking and Markets (GBM) division in 2015. The Office is supported by a Global Steering Committee made up of the most senior business leaders in GBM. The Office has since expanded to include the USA, Latin America, Europe and Asia, each with its own local steering committee and champions of change. Specific committees also exist within various functional business units (IT, Finance, Global Risk Management) to maintain local leadership accountability for diversity and inclusion efforts.

Scotiabank has long been known for its strong governance practices, and our leadership is helping our Bank become more Inclusive. Since our Board Diversity Policy was established in 2013, women board representation has increased from 28 to 38%. To promote discrimination-free decision making, we were the first Canadian Bank to publicly disclose the gender pay gap analysis for Canadian employees.

## Leadership and Consultation

### EMPLOYEE COMMUNICATION AND FEEDBACK CHANNELS

We use two internal online collaboration and engagement platforms (Scotiabank Live and Workplace) that allow employees to access and share information, ideas and support. We use both of these platforms to share inclusion-based content with employees, and both platforms let members of our Employee Resource Groups (ERGs) connect and communicate. To date, we have invited more than 95,000 employees to these platforms, which see an engagement rate of more than 40%.



In 2019, we launched a new, more agile Employee Engagement program called ScotiaPulse to transform how we receive and action feedback. The ScotiaPulse survey, which is administered

semi-annually, is completely voluntary and confidential. A ScotiaPulse program oversight group helps support the prioritization and resolution of all-Bank issues that impact the employee experience by analyzing employee sentiment, recommending actions for employees and leaders and helping execute solutions. An additional sub-committee has also been formed to further explore and define our values and help ensure that we are living them out.

In 2019, our employee engagement score increased to 81%, from 79% in 2018, with balanced results among women and men. The strong score was linked to employee confidence in leaders to make the right decisions and create an inspiring vision, with clear performance objectives, a customer focus and a commitment to social responsibility and inclusion. 92% of employees believe that Scotiabank is building an inclusive workplace, which was a top driver for employee engagement Bank-wide.

We also continued to use our Employee Pulse program with frontline teams in our Branches and Contact Centres. Not to be confused with ScotiaPulse (our Bank-wide employee engagement program described above), Employee Pulse lets senior management understand the customer experience by viewing successes and challenges through the eyes of those who are closest to

it – our front-line employees. In 2019, employee feedback drove enhancements in our internal processes, systems, tools and training programs, showing how we actively seek and implement feedback from our employees. All Employee Pulse responses are completely confidential.

### VOLUNTARY SELF-IDENTIFICATION

Employees at Scotiabank have a number of opportunities to voluntarily self-identify their diverse identities, depending on their geography and where they are in their employee life cycle. In February 2019, we launched enhancements to our Human Resources portal which improved gender identity inclusion at the Bank. Canadian employees are now able to voluntarily self-identify their gender identity and personal pronoun. In addition, all new employees receive an opportunity to complete the diversity survey when they join our organization, and we use frequent campaigns throughout the year to encourage current employees to engage with the survey.

Self-identification benefits employees. It enables Scotiabank to obtain specific employee feedback so that we can identify and develop solutions to eliminate barriers to increased representation and inclusion. Self-identification of equity identities allows Scotiabank to gain valuable insight on key HR issues segmented by demographics.

### RAISE A CONCERN POLICY

As part of providing employees with a positive work environment, we encourage all employees to raise workplace concerns and provide them with several options to do so. Employees can:

- Raise concerns directly with a manager and/or supervisor, with an option to escalate to senior management directly;
- Contact a human resources representative online or via telephone; and
- Seek support from the Staff Ombuds Office, which provides anonymous assistance with work-related issues when employees are unsure about using formal channels, need an impartial perspective to work out a plan, or need a neutral third party to facilitate difficult conversations.

# Inclusive Policies and Practices

Our commitment to advancing diversity and inclusion is underpinned by several policies and practices at all levels of our Bank. We are committed to treating employees and job applicants fairly and equitably, building diverse leadership teams, maintaining a pool of diverse talent across Scotiabank teams and creating an inclusive work environment that supports individual productivity, personal goals, dignity and self-respect.

## HUMAN RIGHTS

Scotiabank's [Human Rights Statement](#) was adopted at the highest level of our organization in 2016 and signed by our President and CEO. This statement reflects our continuing commitment to respect human rights as an employer, financial services provider and business partner. We regularly review and update this statement, and as part of a regular review in 2019, we noted we could be more direct about how we address Indigenous Peoples' rights in our due diligence processes. We also noted we could be more explicit by stating we acknowledge and respect the rights of Indigenous Peoples, consistent in the countries where we operate. In recognition of our respect for human rights and the rights of Indigenous Peoples, we updated our Human Rights Statement to this effect in 2019.

## EQUAL PAY

As part of our commitment to diversity and inclusion, and discrimination-free decision making, we review and analyze information in relation to gender and remuneration. A thorough review of our Canadian business was also conducted in 2019 as part of our focus on human rights.

Role <sup>1</sup>	Total median Remuneration <sup>2</sup>
	Women Relative to Men (%)
Vice Presidents, Senior Vice Presidents	97
Management - Seasoned Professional	96
Professional, Administrative & Operational	99

<sup>1</sup> To ensure a like-for-like comparison, all employees in full-time roles within Canada were included, excluding those in front-line sales or participating in specialized incentive plans.

<sup>2</sup> Total remuneration includes base salary, short-term incentives and long-term incentives (where applicable).

## Inclusive Policies and Practices

In order to ensure a like-for-like comparison, we reviewed total median remuneration by gender for roles at the same level in Canada. As the table above demonstrates, the analysis found less than a 4% variance, predominantly as a result of demographic and role differences. Overall the position remained broadly flat year over year. We maintained a variance of 1% within junior roles, our largest population, and saw a slight improvement for Management-Seasoned Professional roles, our second largest population. While we have seen an improvement for some roles, we recognize we have more to do to close this gap across our population and remain committed to ensuring remuneration design and decision making is fair, transparent and based on performance in role.

As part of our annual review we also assessed the allocation of base salary adjustments, incentive awards and individual performance assessments for 2019 across women and men. We identified a marginal difference overall in favour of women compared to men, except at the managerial level where the variable pay results were marginally in favour of men due to the higher representation of men in specialty/technical fields. The proportion of employees receiving an incentive award was the same for both women and men.

We continue to provide line managers with training and tools to support bias-free decision making and continue our efforts in accelerating the advancement of women into senior roles. We believe addressing the lower representation of women in senior roles is key to addressing the variance at this level. We recognize there are some areas within the Bank that are less balanced on gender than others, and we have several programs in place to increase diversity and inclusion across the Bank. By strengthening our talent pool and ensuring all employees have equal access to advancement opportunities, we aim to build a high-performing team and to be recognized as a leader in business performance.

### DIVERSITY RECRUITERS

In order to attract the very best talent from the most diverse pool of candidates, we have various recruitment initiatives that serve to make Scotiabank an attractive career destination for candidates who self-identify as diverse. As a result of changes in how we recruit and select talent, four key talent segments – digital, women in leadership, campus/early talent and retail – saw increases in representation. The Bank received awards related to each of these four talent segments and saw activation of targeted programs through online and social media channels and strategic community and campus outreach and partnerships.

Partnership agreements established in 2017 continue to assist the Diversity recruitment team in end-to-end hiring decisions. Diversity recruitment also manages a strong pool of quality candidates and continually follows up with our broader recruitment team for placement into roles. Employee initiatives that engage ERGs and other employee diversity networks have proven an effective way to promote opportunities and encourage diverse employees to apply for positions and refer candidates from their networks. All opportunities can be accessed through the internal and external career sites. Vacancies are posted for a minimum of five days internally.

### HIRING GUIDE

Under the guidance of the Inclusion Council, a new global Inclusive Hiring Guide was implemented in June 2019. The Guide was developed in consultation with the business, HR, employee feedback and alignment to global HR objectives. It specifically references Scotiabank's Policy on Non-Discrimination.

The new Guide ensures a more standardized and inclusive hiring experience for employees and provides recruiters and hiring managers with an improved outline of best practices for inclusive recruitment, including:

- Post all new and open positions
- Shortlist a diverse pool with broad skills
- Assemble a diverse interview team
- Interview at least one candidate from all genders
- Ask bias-free questions

## Inclusive Policies and Practices

### WELL-BEING, ABSENCES AND VOLUNTARY LEAVES

In 2019, our mental health support benefit of \$3,000/year expanded to include clinical counsellors, family therapists, internet-based cognitive behavioural therapy, marriage counsellors and psychotherapists. Under this benefit, we introduced a new, discounted, reimbursable internet-based cognitive behavioural therapy platform.

We also introduced Referral Coverage, which provides financial support for non-medical expenses such as transportation, accommodation and meals incurred when a Scotiabanker or eligible dependents, require medical treatment out of province or out of country. This was specifically introduced to support employees transitioning their gender and was recognized when Scotiabank won an award in the Diversity Program category from [Benefits Canada](#) (which recognizes employers that have successfully undertaken efforts to be more inclusive regarding benefits or pension plans).

We expanded our eldercare support Best Doctors program to include parents and parents-in-law and added additional well-being account options to support total well-being: eldercare (meal programs, retirement/nursing home expenses), childcare (daycare, diapers, car seats, camps), insurance expenses (optional life, critical illness, home and auto). We also announced enhancements to parental leave and two additional personal days (effective Jan 1, 2020) to support flexibility and employee well-being and mental health.

### EMPLOYEE RECOGNITION

Employee recognition is an integral part of Scotiabank's performance culture that helps to drive a positive employee experience. Best of the Best is Scotiabank's global employee recognition program that highlights employees who consistently demonstrate outstanding performance while exemplifying the Bank's core values during the fiscal year.

In 2019, a total of 3,722 Canadian Scotiabankers were recognized as Best of the Best award winners. Of these recipients, 29% were employees that belong to our key diversity groups (Aboriginal, Visible Minority, People

with Disabilities, LGBT+ and Veterans). Best of the Best award winners proportionately represented Scotiabank's designated Employment Equity groups in 2019.



### REAL ESTATE – TRANSFORMING THE OFFICE ENVIRONMENT

A “one-size-fits-all” approach to our work environment no longer meets the standards of today. The workforce has never been more diverse, and our work environments need to offer enough flexibility to meet the needs of all. At this time, we have developed three different approaches to transform the workspace for our employees:

- Activity Based Working (ABW): ABW is based on the premise that no employee ‘owns’ or has an assigned workstation. Rather, the broader workspace provides employees with a variety of predetermined activity areas that allow them to conduct specific tasks including learning, focusing, collaborating and socializing.
- Activity Based Agile (ABA): An adaptation of our ABW model designed for project focused teams. This model supports the Agile methodology by allowing teams to co-locate, but still provides choice to capitalize on the benefits of ABW.

## Inclusive Policies and Practices

- Village Model: Designed for our Customer Care Advisors (CCAs), this model also provides Scotiabankers choices that suit their working style, proving a better employee experience for everyone.

In 2019, we moved more than 5,000 Scotiabankers into new, more flexible and innovative environments that enable us to work more effectively and make it easier to collaborate. These work environments are equipped with height-adjustable workstations, monitors and ergonomic chairs to accommodate a majority of ergonomic needs. Our downtown Toronto campus features high-speed internet (Wi-Fi) connection and softphone technology – giving our employees the ability to work from anywhere on campus at any time.

Scotiabank is dedicated to fostering an accessible and inclusive work environment by demolishing barriers, increasing engagement and ensuring every employee is enabled to be their very best, so all work environments are supported by inclusive policies designed to consider the needs of our diverse employees. New working guidelines were introduced to empower employees to better manage work, family and other lifestyle commitments. We also continued to provide support and training to manage the changes.

The outcomes of the new working environments have been very favourable. 82% of employees in these new working environments reported their productivity is the same or better than previous working spaces, and 87% say they would not go back to traditional office spaces.

These work environments can easily adapt to our changing needs and can accommodate for what the future of work will be at the Bank. Whether it's a change in work model, growing workforce or global crisis, the flexibility of the space allows us to quickly make adjustments and maintain the health and safety of our employees.

## HR POLICIES AND PRACTICES

Scotiabank reviews its HR policies and practices regularly to identify and eliminate any unintentional barriers against persons in designated groups. We institute positive policies and practices and incorporate reasonable accommodations where appropriate. These regular reviews support Scotiabank's goal that members of designated groups achieve a degree of representation at all levels of our Canadian employee population that closely reflects their representation in the broader Canadian workforce. In 2019, Scotiabank updated the following policies and practices in Canada:

- Leaves of Absence policies to include Traditional Aboriginal Practices
- Scotiabank's Short-term Disability Policy that resulted in increased income for employees
- Paid time off for employees to attend their citizenship ceremony
- Ergonomics resources by introducing an ergonomics Self Assessment
- Performance and Development, with extensive resource materials for employees to develop their annual goals
- Launch of Workplace Gender Transition Guidelines

# Engagement, Education and Development

We recognize that in order for our inclusion efforts to truly take root, our employees must first believe in the value of inclusion and its importance to the long-term success of our Bank. We encourage our employees to learn, grow and participate in our Bank's journey toward inclusion.

## EMPLOYEE TRAINING AND DEVELOPMENT

Globally, Scotiabank invested \$78.1 million in employee training and development in 2019, an increase from 2018 that reflects our commitment to train and develop our growing employee population. Scotiabankers participated in over 2.6 million courses in 2019 across the various learning channels and platforms offered at the Bank.

Our annual performance and development cycle is an essential part of supporting our employees. It enables employees to set, align, track and report progress against their performance and development goals and provides a consistent measurement framework that allows managers to effectively recognize and reward high performance. In 2019, 95% of the eligible global workforce received a performance and career development review.

## FORMAL AND INFORMAL LEARNING

At Scotiabank, ongoing learning sets the stage to create, support and reinforce an inclusive culture. Scotiabankers gain the knowledge to better understand others' needs, perspectives and rights by participating in learning programs about improving cross-cultural relationships, understanding workplace diversity and inclusive leadership.

Every employee has access to formal and informal learning that covers a variety of topics: leadership, communication, customer service, business and technical skills and regulatory/ compliance. Formal courses are offered in-class or virtually (instructor-led) and online via a library comprising thousands of eLearning courses, videos, books and reference materials. The Bank's policy-based learning programs send a clear message about the depth of our commitment to Employment Equity and Inclusion. All employees are required to acknowledge and comply with the Scotiabank Code of Conduct supplemented by annual training on Integrity and Ethics. Three courses designed to meet the standards of the Accessibility for Ontarians with Disabilities Act are required learning for all new employees in Canada: Accessibility at Scotiabank; Customer Accessibility at Scotiabank; and Workplace Safety and Inclusion.

## Engagement, Education and Development

In 2019, we launched the following learning initiatives:

- All employees were required to complete (Un)conscious Bias: Advancing Conscious Inclusion eLearning module. In support of Scotiabank’s inclusive culture, this module helps employees identify and disrupt unconscious bias to improve decision making and professional relationships.
- We launched a new global LGBT+ Ally certification program. The 2,600+ voluntary completions in Canada reflects an increasing focus on the importance of taking an active role as an LGBT+ Ally at Scotiabank.
- We introduced learning offerings through the launch of LinkedIn Learning. Employees have expressed overwhelmingly positive feedback on the enhanced experience and engagement in the content. More than 30 different formal diversity and inclusion-related learning programs are offered to all employees and to targeted groups in Contact Centres, Customer Service and Sales, Recruitment and Managerial roles.

Scotiabank’s objective to enhance leadership depth and diversity is supported by iLEAD – the Bank’s internal global leadership development program. iLEAD provides skill building programs and development tools to all employees and is available in English, French and Spanish.

Since its inception in 2017, more than 4,000 employees and managers have participated in the “An introduction to Unconscious Bias” instructor-led course. In the course, participants explore the impact of unconscious bias in their day-to-day and how to mitigate and disrupt it. The impact of bias in recruitment is addressed in the “Proven and Respected Team Leader” course for the VP and above audience.

Feedback from post-training surveys reflect an increasing confidence by participants to apply diversity and inclusion knowledge and skills while on the job. Employee surveys confirm that across the organization, inclusion is part of everyday behaviours and is regarded as an integral contributor to employee engagement, performance and customer focus.

Informal learning resources such as the Scotiabank Library, Competency Toolkits and assessments, webinars, Lunch and Learns and online discussions are available to employees to learn in the flow of their daily work and provide a reinforcement of formal learning and communications about Scotiabank’s deep commitment to diversity and inclusion.

## EMPLOYEE RESOURCE GROUPS

Employee Resource Groups (ERGs) are grassroots initiatives that amplify the voice of the Bank’s diversity. These groups provide an opportunity for all employees to learn, grow and participate alongside each other in our Bank’s journey toward diversity and inclusion. ERGs span diverse gender identities, ethnicity, race, age, ability, sexual orientation and also includes Veterans. In 2019, Scotiabank supported 13 formal Employee Resource Groups (ERGs) and over 69 global and national chapters. In 2019, these groups contributed to nearly 30 inclusion campaigns across the Bank.

Engagement with employee resources groups, their champions, broad HR community and business leader representatives occur throughout the year to discuss opportunities for employee development and increased retention. Information from these consultations is fed into the process for employment equity plan development.



## 2019 INCLUSION DAYS

Scotiabankers currently recognize 10 international days and observances honoured by the United Nations. These observances help build knowledge and understanding, initiate dialogue, motivate involvement and support the development of an inclusive work environment.



# Inclusion of Women

 ignTe! is about providing opportunities for women in technology to help them achieve their personal and professional aspirations, while attracting external and retaining internal talent. Our ability to work with women and partners locally ensures we are well positioned in the market as a company who supports women, as well as clients and women entrepreneurs. 

– Senior Vice President  
AML & KYC Onboarding

## REPRESENTATION

Women	2018 (%)		2019 (%)	
	Representation	Labour Market Availability	Representation	Labour Market Availability
Overall	57.5	52.0	56.3	50.3
Senior Management (EEOG01)	37.5	27.6	37.5	27.6
Middle Management (EEOG02)	45.6	39.4	46.3	39.4
Professional (EEOG03)	49.1	40.0	48.5	39.6

Women account for 56.3% of our workforce overall and exceed representation of labour market availability at senior management, middle management and professional levels. Nevertheless, we continue to strive to increase the representation of women at all levels. We have developed and implemented a number of initiatives to further remove barriers to women's advancement.

The inclusion of women remains a top priority for the long-term success of our Bank. We have built gender-specific representation goals into Scotiabank's recruitment and promotion practices and maintain strategies to meet and sustain these goals. By building a diverse talent pool and working to develop and advance women into senior leadership, we can build the highest performing teams and advance business success.

## GENDER STRATEGY

We enact gender-specific inclusion through various initiatives to drive the achievement of a strong talent pool, including setting aspirational targets at the VP and above level and eliminating biases in the recruitment and promotion processes. As part of our strategy, we also identify top women talent at Senior Manager and Director level and deliver leadership development to support the retention and advancement of those employees.

Scotiabank has signed pledges of commitment in Canada for the Catalyst Accord; and the Canadian Chapter of The 30% Club – initiatives that encourage corporations to increase representation of women on boards of directors and in executive positions. As of Dec. 31, 2019, 38% of our Board of Directors are women. 39% of VP and above roles in Canada are held by women.

## Inclusion of Women

### UN WEPS

In 2019, Scotiabank signed onto the UN [Women's Empowerment Principles \(WEPs\)](#), which offer guidance on how to promote gender equality and women's empowerment in the workplace, marketplace and community. By signing onto the WEPs, the Bank made a public commitment at the highest level of the organization to prioritize gender equality in line with global standards. Taking action across all seven Principles will ensure our work follows established best practices, accelerate the programs that are already underway at the Bank and further a culture of inclusion that recognizes women's important contributions. Our commitment to the WEPs aligns well with our Sustainable Business strategy and initiatives offered through our Employee Resource Groups and [The Scotiabank Women Initiative™](#).



### RECRUITMENT AND EMPLOYEE DEVELOPMENT

The Bank's new Inclusive Hiring Guide positively impacted hiring outcomes of Women in Leadership in 2019. It has resulted in an increased balance in gender representation for shortlisted candidates month over month and more gender-balanced hiring activity.

Our subsidiary Tangerine also implemented recruitment guidelines in 2019 to ensure an equitable number of qualified women candidates were presented for each role and interview panels consisted of at least one woman interviewer. By increasing hiring manager awareness for shortlisting a more gender diverse candidate pool, Tangerine's Director level hires were evenly split between men and women.

We also continued to sponsor several thought leadership events in 2019 to help retain and attract top women talent to the Bank. Scotiabank sponsored The Art of Leadership for Women event in Toronto, which was attended by more than 1,800 women leaders from across Canada. The conference's Executive Panel was moderated by Scotiabank's SVP, Planning, Analysis and Optimization. We hosted and sponsored the WXN: Big Impact Luncheon in Vancouver, which highlighted the importance of the inclusion of women in fields dominated by men. And both Scotiabank and Tangerine were silver sponsors of WomenHack, which promote both businesses as an employer of choice for women in technology.

To encourage courageous, authentic conversations and highlight the importance of giving our employees a voice, we rolled out several "Say Hello" videos both internally and on our external Scotiabank.com platform that featured several women Scotiabankers sharing their experiences of the Bank's inclusive culture.

### WOMEN'S NETWORKS AND ENGAGEMENT

Scotiabank has over 30 Women's Groups globally, from Women in Leadership Atlantic to the Gender Network – Asia Chapter. These important programs support the Bank's global gender strategy and help adapt it to local contexts. Chairs of these 30 Women's Groups comprise the Women's Council of Chairs, who participate in a quarterly call to share best practices.

In 2019, the Information Technology and Solutions igniTe! Gender Diversity program continued to promote Scotiabank as an attractive career destination for women in technology by building advocacy and developing emerging leaders. igniTe! participated actively in various international recruitment initiatives and contributed significantly to achieving the Bank's diversity goals.

## Inclusion of Women

### IMPACT OF SCOTIABANK'S IGNITE! GENDER DIVERSITY PROGRAM

25%

of women involved in the Sponsorship Program have been promoted to a VP role since 2016

82%

of graduates are still within IT&S and programs like this help support women in Technology

96%

of graduates remain as employees of Scotiabank, regardless of department, which speaks to overall retention

146

women have completed the Sponsorship and/or Women of Influence development program

Through various partnerships and in-house development programs, Scotiabank has witnessed an increase in employee engagement for women in technology. In Q4 2017, 26% of VP and over roles in technology were filled by women. This increased to 33% in 2019.

In March 2019, our subsidiary Tangerine launched the Women in Leadership (WiL) ERG to raise awareness for the Bank's existing gender parity landscape, encourage problem-solving in areas with the widest gender disparities and provide employees with effective tools and resources to actualize their full potential. Three major levers were employed to facilitate WiL's mandate:

- Career development and educational opportunities
- Raising awareness and encouraging a high-performance culture
- Community-building tactics

Tangerine operationalized these levers by developing a series of programs, organizing inclusion-focused events, mobilizing online platforms and collaborating with key stakeholders at the Bank. For example, research conducted by Tangerine indicated that sponsorship programs such as our igniTe! program mentioned above are the most effective way to mobilize women's careers. Tangerine laid the groundwork for such a program by developing a six-month self-serve mentorship pilot program to gauge mentorship appetite and enhance professional development for women. The program paired senior leaders with prospective mentees based on career development objectives, competencies and job level.

Global Banking and Markets' Parental Advisor Liaison (PAL) Program is a voluntary, bespoke mentorship program that supports new and expecting parents by pairing them with an experienced working parent from Global Banking and Markets. PAL provides support to new parents by providing a platform for confidential guidance and advice as they transition to parental leave and back to work again. More than 20 mentor pairs have gone through the program, which has seen close to 100% retention of participating new parent mentees. PAL has continued to demonstrate impact since 2016.



## Inclusion of Women

### COMMUNITY PARTNERSHIPS

Community partnerships allow Scotiabank to improve our external reputation, exchange best practices for diversity and inclusion with like-minded organizations and promote gender inclusion in society as a whole. Scotiabank has developed strong external relationships and partnerships with Women of Influence, the Women's Executive Network, The Art of Leadership for Women, Women's Forum for the Economy and Society, Women in Capital Markets, LGBT in Capital Markets, Women United, Dress For Success, 100 Women in Finance, Catalyst Canada, Move the Dial, Canada Learning Code and FitSpirit.

In 2019, the Women of Influence (WOI) website featured five digital articles that highlighted Scotiabank women employees including Indigenous and Visible Minority women in leadership roles. These articles align with our Inclusion Narrative and our recruitment strategy by showcasing opportunities that exist at the Bank for advancement and inclusion of women. We also hosted WOI events in Calgary and Toronto – the latter of which took place at Scotiabank's Digital Factory, our office for the digital transformation of banking. The sold-out event featured Scotiabank's SVP of Innovation and Insights, and Elaine Kunda, Founder and Managing Partner, Disruption Ventures and a partner of The Scotiabank Women Initiative™.

We continue to support the inclusion of women and girls through our Canada Learning Code partnership. Scotiabank's investment in the Girls Learning Code program ensures that female-identified, transgender and non-binary youth ages 3 – 12 are inspired to see technology as a medium of self-expression. Girls Learning Code gives the next generation of female-identified creators the tools they need to unlock all the possibilities of our digital world.



We also completed the second year of a \$1,000,000 commitment over five years to support FitSpirit, an organization created to help teenage girls discover the fun and benefits of physical activity. In partnerships with schools and local communities, the flagship program includes five and 10 kilometre runs for teenage girls in several cities across Ontario and Quebec. In 2019, more than 11,700 girls and 280 schools participated in FitSpirit celebrations. More than 30 Scotiabankers were on hand to help girls celebrate success in the program by presenting them with medals when they crossed the finish line.

# Inclusion of Visible Minorities

## REPRESENTATION

Visible Minorities	2018 (%)		2019 (%)	
	Representation	Labour Market Availability	Representation	Labour Market Availability
Overall	24.1	30.5	23.8	29.8
Senior Management (EEOG01)	18.8	11.5	19.9	11.5
Middle Management (EEOG02)	29.8	17.6	28.1	17.6
Professional (EEOG03)	27.3	35.5	25.6	35.3

Inclusion of Visible Minorities helps equip Scotiabank to better reflect our community and meet the needs of our customers – the core of our long-term strategic agenda. Our international outlook helps us understand the needs of the diverse Canadian population, as it provides us with a great appreciation of international markets and cultural differences.

In 2019, rates of representation of Visible Minorities in senior management positions increased nominally and people who identified as a member of a Visible Minority were promoted at a marginally higher rate than their representation. However, these encouraging signs were offset by a downward trend in overall representation of Visible Minorities at the Bank. Scotiabank will undertake an Employment Systems Review in 2020 to identify potential barriers faced by members of Visible Minorities at all levels of our organization.

## RECRUITMENT AND EMPLOYEE DEVELOPMENT

We continue to make efforts to help diverse talent and internationally trained individuals prepare for employment in Canada.

In 2019, we formally partnered with the Institute of Canadian Citizenship to support programs and projects that inspire inclusion, create opportunities to connect and encourage active citizenship. We revised our Personal Time Policy to include paid time off for employees to attend citizenship ceremonies. Scotiabank is the largest Canadian employer to have made such a change in 2019.

## Inclusion of Visible Minorities

Through the Ryerson Career Builder Program, students from equity-seeking groups are paired with a Scotiabank mentor during their transition from academia into the workforce. In 2019, the program was supported by engagement from Scotiabank’s Hispanic Organization for Leadership Association (HOLA), China Banking Forum, South Asian Alliance, Caribbean Network, Black Employee Network, Pride ERG and Campus Recruitment. This initiative contributes to our diversity and inclusion strategy, helps us attract the best talent and cultivate future leaders, while encouraging Scotiabank mentors to be active champions of inclusion year-round.

In the fall of 2019, Scotiabank became a Silver Sponsor of Ascend Canada, a volunteer-run non-profit that seeks to develop and advance Pan-Asian talent through partnerships with Canadian organizations. Our partnership with Ascend has allowed us to leverage Ascend’s networks to promote business growth; encouraged talent acquisition, development and retention using Ascend’s networks and culturally relevant leadership programs; and provided our employee resource groups with access to Ascend’s programs, networks and best practices sharing. As a Silver sponsor, individual Scotiabankers can access Ascend Canada membership for free.



In celebration for the 2019 Chinese New Year, our China Banking Forum ERG hosted a cultural celebration at the Scotiabank Centre in downtown Toronto. The group sent out an open invitation to all Scotiabank employees via our internal platform, encouraging employees from all walks of life to come together to celebrate the first day of the year in the Chinese Lunar Calendar.

Scotiabank subsidiary Tangerine continues to partner with ACCESS Employment to assist job seekers from diverse backgrounds who are facing barriers to employment and wish to integrate into the Canadian job market. Tangerine employees volunteered more than 1,000 hours of time at ACCESS Employment in 2019, facilitating speed interviews and job discussions and providing interview and resumé support. Historically, Tangerine has also been successful in hiring candidates from Access Employment.

### ERG-LED ACTIVITIES

During Black History Month in 2019, the Scotiabank Black Employee Network ERG was formally launched. Throughout the month, the group leveraged the Bank’s internal social channels to amplify content about Black History Month and engage in several conversations that contributed to the inclusion of black employees within the Bank. In February 2019, the Women of Influence website promoted a digital article featuring co-founders of the Scotiabank Black Employee Network.

In 2019, several members of the Black Employee Network and Caribbean Network participated in roundtable sessions that were hosted by Imani, an Academic Mentorship Program dedicated to black youth in the East Scarborough community. The events highlighted the experiences of black professionals in industries that have traditionally seen lower representation of black employees. Feedback from student attendees made it clear that the presence of positive representative role models helped students visualize their own success. As part of the Bank’s Black History Month celebrations, Imani members shared their experiences during the launch event of the Scotiabank Black Employee Network.

## Inclusion of Visible Minorities



The South Asian Alliance ERG hosted an event to advance the inclusion of Islam that addressed Islamophobia and how to advance an inclusive workplace. The event was held in downtown Toronto and webcast across Canada.

### MULTICULTURAL BANKING

One of the key goals for Scotiabank's Multicultural Banking department is to study the banking needs of our multicultural groups in Canada and identify areas where we can better serve them with tailored products and services, such as the [StartRight Program](#). In 2019, we launched several initiatives to improve customer onboarding and the customer experience for newcomers to Canada. We expanded our Student GIC Program to students from Pakistan wishing to study in Canada, introduced a banking product with no monthly account fees for one year for new permanent residents and foreign workers, created a new financial literacy presentation for use by our financial advisors to help newcomers and students learn about banking in Canada and better manage their finances and delivered a seminar for newcomers to Canada on mortgage and housing trends.

### COMMUNITY PARTNERSHIPS



By activating various partnerships and programs focused on advancement of Visible Minorities in the community, Scotiabank reinforces our commitment to being a diverse, inclusive workplace.

In 2019, Scotiabank continued its support to Canada InfoNet (previously CanPrep), a proactive national pre-arrival program delivered by JVS Toronto and Toronto Region Immigrant Employment Council (TRIEC). The program provides online career and employment preparation guidance to immigrants who have been granted visas but have not yet arrived in Canada, as well as timely advice for successful integration into the Canadian labor market and society. For example, in 2019, Canada Infonet held a virtual employment connections fair that saw more than 1,000 job-seekers. Scotiabank employees served as online mentors and facilitated interactive webinars for a potential immigrant workforce worldwide. This partnership illustrates Scotiabank's commitment to creating an inclusive culture not only for our future employees but also our future clients. One of this year's webinars was dedicated to financial literacy for newcomers, featuring Scotiabank's StartRight Program.

In 2019, Scotiabank made a multi-year pledge to Pathways to Education to help provide immigrant and newcomer youth with the resources, opportunities and guidance they need to reach their infinite potential. Funds are being directed towards immigrant and newcomer youth programming, knowing that these students often face the difficult task of learning, developing identities and becoming adults within the context of new schools, a new country, a new society and a new language.

Each year, Scotiabank donations support inbound and outbound students from George Brown College. With our support, students develop skills and real-world experience while being immersed in diverse cultures around the world. Since the beginning of this partnership in January 2013, over 500 awards have been disbursed to deserving students.

# Inclusion of Aboriginal Peoples

 At Scotiabank, it is important that we understand the distinct characteristics of each Indigenous community and business we serve. Partnership is critical. We're committed to learning about the respective vision each community has for future generations, and creating tailored banking and financing solutions that help meet their unique needs. This process of listening starts with understanding the historic and systemic challenges, as well as legislative and regulatory constraints that Indigenous communities and businesses face. Our goal is to partner with communities and businesses to help them grow sustainably, while recognizing that there's always more that we can do to build strong and meaningful relationships. 

– National Director,  
Aboriginal Financial Services

## REPRESENTATION

Aboriginal Peoples	2018 (%)		2019 (%)	
	Representation	Labour Market Availability	Representation	Labour Market Availability
Overall	0.9	2.3	0.9	2.3
Senior Management (EEOG01)	0.2	3.2	0.0	3.2
Middle Management (EEOG02)	0.8	2.7	0.8	2.7
Professional (EEOG03)	0.8	1.3	0.8	1.3

Representation of Aboriginal Peoples in our workforce remains below labour market availability. We recognize we have significant work to do to increase the representation of Aboriginal Peoples at all levels of the Bank and are already taking deliberate action to close these gaps. In 2019, we conducted a thorough Employment Systems Review to identify potential barriers faced by Aboriginal Peoples within our organization. Based on our findings, we prepared a detailed three-year Employment Equity Plan to promote diversity, develop positive Indigenous relationships and respond to Canada's Reconciliation imperative. We look forward to seeing the fruits of these efforts in years to come.

Scotiabank has long recognized that Aboriginal Peoples, businesses and communities are essential to the Canadian economy – and to our Bank. To continue to build a diverse and inclusive workforce that reflects the Aboriginal communities that we serve, we strive to recruit and retain Aboriginal employees and strengthen partnerships with internal and external Aboriginal-focused organizations.

## RECRUITMENT AND EMPLOYEE DEVELOPMENT

In order to develop and maintain a pool of top talent and advance our high-performance culture, we seek to recruit and develop the very best candidates from all backgrounds and walks of life. In 2019, we continued to enable more Aboriginal candidates and employees to succeed at the Bank through a variety of efforts.

In fall 2018, Scotiabank voluntarily participated in the Canadian Human Rights Commission (CHRC) horizontal industry audit of employment equity programs in the banking and financial industry, focusing specifically on Indigenous



## Inclusion of Aboriginal Peoples

Peoples' representation and retention practices. This audit aimed to identify systemic employment barriers as well as highlight good practices for the increased representation and better retention of Indigenous Peoples. In 2019, we completed a comprehensive employment systems review on Indigenous employment. We invited Indigenous employees from across Canada to participate in the review, conducted focus groups and one-on-one interviews with more than 50 Indigenous employees and consulted extensively with our Aboriginal Banking team and the Scotiabank Aboriginal Network (SAN) ERG.

Diversity recruiters manage a strong talent pool of quality candidates and continually follow up with our broader Talent Acquisition team for placement into roles. They also maintain regular contact with community agencies and schools across Canada to promote opportunities at the Bank and add candidates to our talent pool. Our Program Manager for Indigenous hiring works to engage target communities and tracks and monitors the impact of our processes and partnerships on candidate pools enterprise-wide.

Perhaps the Bank's most notable Indigenous human resource partnership is with Our Children's Medicine, a group dedicated to bridging the gaps between Indigenous job seekers, Canadian businesses and nonprofit agencies. The organization leverages an assessment-based hiring platform (HigherMe) to eliminate potential barriers to employment. Since launching the partnership in 2019, we have seen almost 300 candidates and hired 18 new Scotiabank employees. In addition to our official partnership with Our Children's Medicine, recruiters attended several job fairs for Aboriginal Peoples, which also resulted in new hires. Our attendance at job fairs reiterated the importance of community partnerships with Indigenous organizations.

### ERG-LED ACTIVITIES

Scotiabank Aboriginal Network spearheads several activities to enhance Indigenous inclusion at the Bank. For example, in 2019, SAN contributed to the Employment Systems Review and the Indigenous Cultural Competency Program (see below) in partnership with the Toronto Aboriginal Support Services Council (TASSC).

However, SAN realizes that true inclusivity extends far beyond the discussions and efforts of one ERG, so SAN partners with groups inside and outside of the Bank to advance Aboriginal inclusion. SAN collaborated with the PRIDE ERG to promote the International Day of Pink, which is a day for all people to unite, celebrate and embrace diversity while raising awareness to put an end to homophobia, transphobia, transmisogyny and all forms of bullying. The session focused on the inclusion of 2-Spirit Indigenous identities.

Leading up to National Indigenous Peoples Day, SAN worked with the Toronto Aboriginal Support Services Council to host a community roundtable of Indigenous-led interest groups and nonprofits at Scotia Plaza in downtown Toronto. The event was designed to determine how groups could best focus on working with and for Indigenous Peoples and communities.

SAN celebrated National Indigenous Peoples Day in Scotia Plaza in downtown Toronto for the fourth year in a row. The session was webcast across Canada. The celebration opened with a land acknowledgement and opening remarks from Aboriginal Financial Services National Director and an introduction of the keynote speaker by the Scotiabank Aboriginal Network's Executive



## Inclusion of Aboriginal Peoples

Champion. The guest speaker, an Indigenous Relations Consultant, discussed what reconciliation means and the history of Indigenous Peoples in Canada. The celebratory event served as a reminder that there is still work to be done to ensure that Indigenous Peoples are welcomed, respected and honoured.

### INCLUSION INITIATIVES

Decades ago, Scotiabank became the first Canadian bank to open a branch on a reserve – signifying the Bank’s desire to work with Aboriginal communities and businesses on their traditional lands and better understand and demonstrate respect for our Indigenous partners. Since that time, Scotiabank has been awarded the prestigious “Gold Level” for Progressive Aboriginal Relations (PAR) from the Canadian Council for Aboriginal Business. Scotiabank retained its Gold Certification for PAR in 2019, a reflection of our sustained leadership in Aboriginal relations and our commitment to working with Aboriginal communities and businesses.

Non-Indigenous organizations recognized Scotiabank’s consistent efforts in this area as well. In 2019, Scotiabank was the only Financial Institution to work as a member of the Canadian Chamber of Commerce Indigenous/ Corporate Engagement Task Force. Scotiabank is thrilled to be engaged in discourse that is helping to improve relations between Indigenous and non-Indigenous groups.

Our focus on Aboriginal relations and inclusivity is resonating with Indigenous Peoples, which helped contribute to 10.6% growth in Scotiabank’s Aboriginal customer base in 2019.

### THE INDIGENOUS CULTURAL COMPETENCY PROGRAM

In 2019, the Aboriginal Financial Services strengthened its Indigenous Cultural Competency Program with four new education tools and an Indigenous Inclusivity Workshop to introduce Scotiabankers to the various cultures, histories and traditions of Aboriginal Peoples. The Indigenous Inclusivity Workshop, entitled “Creating Space for Authentic Indigenous Inclusion,” was delivered

by Toronto Aboriginal Support Services Council (TASSC) and took place in our Toronto Headquarters and was live-streamed throughout the Scotiabank community, bringing Scotiabankers together to learn how we can advance inclusion for Indigenous Peoples.

Scotiabank is proud to be the only financial institution with two Downie Wenjack Legacy Spaces, areas where non-Indigenous and Indigenous Peoples can discuss the intergenerational trauma caused by the Indian Residential School system and help work towards reconciliation. In celebration of the International Day of Indigenous Peoples on August 9, 2019, Scotiabank opened its second Downie Wenjack Space at our branch located at 392 Bay Street in Toronto. The open-to-the public Legacy Space was the first of its kind for a financial institution.

Inspired by the dialogue created by the Downie Wenjack Legacy Spaces, Scotiabank decided to continue the discussion about the effects of the Indian Residential School system. During the week of the National Day of Reconciliation, Aboriginal Financial Services led the commercial bank and retail branches in Orange Shirt Day to create awareness of the individual, family and community intergenerational trauma caused by Indian Residential Schools.

### COMMUNITY PARTNERSHIPS

Scotiabank supports a large number of community partnerships dedicated to improving inclusion for Aboriginal Peoples in communities outside of our Bank. In June 2019, Scotiabank joined the Indigenomics Institute’s Indigenous Economic Council, which advises on the design and development of metrics to support the focused growth of the Indigenous economy. The Council is made up of economists and advisors from leading financial Institutions, government and research institutes, and includes Scotiabank’s Deputy Chief Economist.

We have also continued our partnership with the Aboriginal Financial Officers Association (AFOA) to improve the financial wellness of Indigenous communities. Together with AFOA, we have developed and implemented Indigenous financial literacy and education training in communities that aim to increase First Nations

## Inclusion of Aboriginal Peoples

access to banking and banking services, empower First Nations with better financial decision-making capabilities by developing skills and confidence to achieve financial wellness and build better relations with Indigenous communities in all regions of Canada.

We have been working with relationship managers across the country to present the Aboriginal Financial Literacy Toolkit to First Nation communities interested in learning more about banking and financial products. This toolkit is tailored to meet the specific educational needs of each community. For example, in the fall of 2019, Scotiabank provided Financial Literacy presentations to seven Indigenous communities in Northern Alberta and entered into an agreement with Northern Lakes College to stream financial literacy podcasts into 25 community campuses in the Upper Athabasca region.

Throughout 2019, Scotiabank's Regional VP in the Atlantic Region, was instrumental in the creation of the Saskatchewan Chamber of Commerce Indigenous Engagement Charter, which was launched in January 2020. Scotiabank was also a Silver Fox sponsor for the Joint Economic Development Initiative's Women in Business plenary, giving attendees the opportunity to meet Indigenous women entrepreneurs and service providers and discuss topics like barriers, leadership and home-based businesses.


In addition to our work with Indigenous communities and businesses, we also believe in promoting the infinite potential of all youth. Since 2015, we have supported TakingITGlobal and CISCO with their Connected North Program, providing virtual education to students in remote Indigenous communities across Canada. The Connected North program brings previously inaccessible experiences and opportunities to students in remote communities that link to the curricula and are engaging and enjoyable, motivating students to learn more. The program has been proven – through independent research on the program's outcomes – to benefit students. To date, Scotiabank has donated \$80,000 in support of the Connected North program. Each year, Connected North reaches over 9,500 students in more than 40 schools across five provinces and three territories.

Scotiabank also proudly serves as the National Youth sponsor of Relay Education, which works with First Nations, Inuit and Métis communities to co-develop tailored education and skills-building programs. Through our work with Relay, we help educate over 18,000 children and adults every year about renewable energy and energy conservation. For example, the organization's Green Collars Careers program connects youth with career-focused skills related to renewable energy. 62% of students who were interviewed about the program indicated that they were strongly interested in green careers.

Scotiabank was also a Gold sponsor of New Relationship Trust's Young Entrepreneurs Symposium, which brings young Aboriginal entrepreneurs and entrepreneurs-to-be together with business leaders and role models to help them build the skills, knowledge and networks they need to be the business leaders of tomorrow. The three-day event is challenge-based, as teams of delegates participate in a series of competitions designed to help build skills and gain valuable business knowledge.

Scotiabank's support of Indigenous youth is also represented by our partnership with Native Child and Family Services of Toronto (NCFST) to enhance their Indigenous Youth Education and Employment Program. NCFST's comprehensive and culture-based employment and education skills-building program is designed to support urban Indigenous youth ages 15-30 as they overcome barriers to realize their full potential, reach their economic and employment goals and achieve a higher quality of life. As part of this partnership, Scotiabank has the opportunity to attend weekly culture nights, the NCFST's Annual Community Pow Wow, sharing circles with their Elders-in-Residence and program staff, as well as other cultural opportunities to help increase Scotiabanker's cultural competencies and knowledge about Toronto's Indigenous communities.

# Inclusion of People with Disabilities

 As a Professional with a disability, Scotiabank enables me to focus my talents and experience to drive our organization to become more agile. In return, Scotiabank benefits from the diverse perspective I offer in solving complex operational problems as a person who has addressed barriers in a world that was not designed for a person with different physical abilities. Scotiabank supports me to advance the inclusive environment that I envision for the world. 

– Vice President,  
Global Agile Leader

## REPRESENTATION

People with Disabilities	2018 (%)		2019 (%)	
	Representation	Labour Market Availability	Representation	Labour Market Availability
Overall	3.4	9.5	3.7	9.6
Senior Management (EEOG01)	3.3	5.0	3.3	5.0
Middle Management (EEOG02)				
Professional (EEOG03)	2.9	8.9	3.2	8.9

While representation of people with disabilities increased slightly in 2019, it remained well under labour market availability. In 2020, we will undertake Employment Systems Reviews to identify potential barriers faced by People with Disabilities in our organization. Recruitment and retention are also key priorities for the Bank as we look to move into the future. The inclusion of persons with visible and non-visible disabilities remains a priority for the long-term success of our Bank. We seek to develop an inclusive workplace by recruiting, developing and advancing persons of all abilities. We promote an environment where every Scotiabanker has access to workplace resources and accommodations to reach their fullest potential.

## RECRUITMENT AND EMPLOYEE DEVELOPMENT

Attracting top talent from a diverse pool of candidates supports our performance culture and helps make us stronger. We maintain recruiting initiatives that target persons with disabilities to make Scotiabank an attractive career destination for all prospective and current employees.

Talent Acquisition was provided with refreshed training on processes for accommodation, and the roles and responsibilities of the stakeholders in this process. They were also trained on how the Talent Acquisition teams can contribute to the success of our employees through accessibility and accommodation measures.

## Inclusion of People with Disabilities

Similar to the Program Manager for Aboriginal Hiring, our Program Manager for People with Disabilities works to engage candidates from this target diversity community and tracks and monitors the impact of different processes and partnerships on candidate pools enterprise-wide.

The Digital Accessibility team collaborated with Workplace Accommodation and Health and Safety (WAHS) to produce “wellness days” at three Scotiabank campuses, educating employees about the tools built into the Windows operating system that promote mental health and well-being within the workplace. For example, Focus Assist allows the user to suppress some or all notifications for a set amount of time, allowing them to stay focused on a high-priority task with minimal distraction.

In several of our work environments, we have implemented [Activity Based Working \(ABW\)](#), which encourages good ergonomics behaviours by utilizing work settings conducive to specific tasks. To assist employees working in these new environments, we launched a self-assessment tool (Ergonomics for Activity Based Working) during Global Ergonomics Month. This resource aims to prevent injury and/or illness at Scotiabank, helps employees minimize demands placed on their bodies and optimizes comfort while working. During the month, we also highlighted new and existing ergonomics resources to Bank employees around the world.

In 2019, we revised our Short-term Disability Policy. Changes increased the income for employees to reflect their Short-term Disability benefit plus 100% of their part-time rehabilitation earnings (up to a maximum amount equal to their benefits salary). The increase in income during Short-term Disability rehabilitation will positively impact employees who may have temporary, intermittent or ongoing disabilities.

### ACCOMMODATION AND ACCESSIBILITY

In 2019, we continued to make progress on accommodation and accessibility across Canada. The Bank’s Workplace Accommodation Policy reflects the commitment to support employees who have disabilities by putting an accommodation plan in place, which may

include assistive technologies, resources and flexible work arrangements as required. Trainings, tools and resources serve to build individuals’ capacity, and close gaps that were identified as potential barriers to full accessibility and inclusion among the Bank’s customers and employees with disabilities.

We have further advanced our work on accommodation in Canada by creating and delivering mandatory accommodation training for Contact Centre leaders across the country. The training raised awareness among Contact Centre employees on accessibility and accommodation, and promoted an environment where employees are comfortable asking questions about human rights and how it impacts day-to-day responsibilities. We created formalized processes for providing accommodations consistently across Canadian Contact Centre locations that meet the needs of and create equal opportunity for Contact Centre employees with various abilities, disabilities and demographics. Several of these practices extend to customers as well.

The process for employees needing assistive technology-based accommodations was streamlined and training provided for information technology staff responsible for implementing these software-based accommodations.

Where feasible, we remove barriers by modifying equipment to provide further flexibility on physical requirements. Workplace Accommodation and Health and Safety (WAHS) continues to play an active role with our Real Estate department to review accessibility in all of our locations and activity-based working environments.

The Bank’s learning programs send a clear message about the depth of our commitment to Employment Equity. We require that all employees take three mandatory, disability-focused courses to ensure that all Scotiabankers understand the intent of the Human Rights Act and accessibility legislation: Accessibility at Scotiabank, Customer Accessibility at Scotiabank and Workplace Safety and Inclusion. These fully accessible courses were introduced as required learning for all employees in Canada in 2016. Since then, we have continued to monitor completion rates by new hires to ensure our organization’s ability to work with and service persons with disabilities.

## Inclusion of People with Disabilities

In 2019, the LanguageLine application was launched as a communication support tool for employees who are Deaf or Hard of Hearing. This tool uses remote video conferencing technology that allows for on-demand sign language interpreting services through a mobile phone or tablet. LanguageLine is a significant improvement over a previous solution where sign language interpreters needed to be booked weeks in advance for in-person interpreting services. This agile and flexible new technology allows employees who are Deaf or Hard of Hearing to participate fully in daily work activities, including team meetings, coaching sessions and trainings, creating a more accessible and inclusive environment.

In 2019, our Chief Human Resources Officer launched an enterprise-wide review of accessibility for customers and employees. Using AODA's Integrated Accessibility Standards Regulation (IASR) as our benchmark, all aspects of the employee experience throughout the employee lifecycle were examined with HR stakeholders. The review aimed to identify opportunities where accessibility and universal design can be further incorporated into HR policies, processes and services for all applicants and employees, including those with visible or non-visible disabilities. This initiative will be completed in 2020.

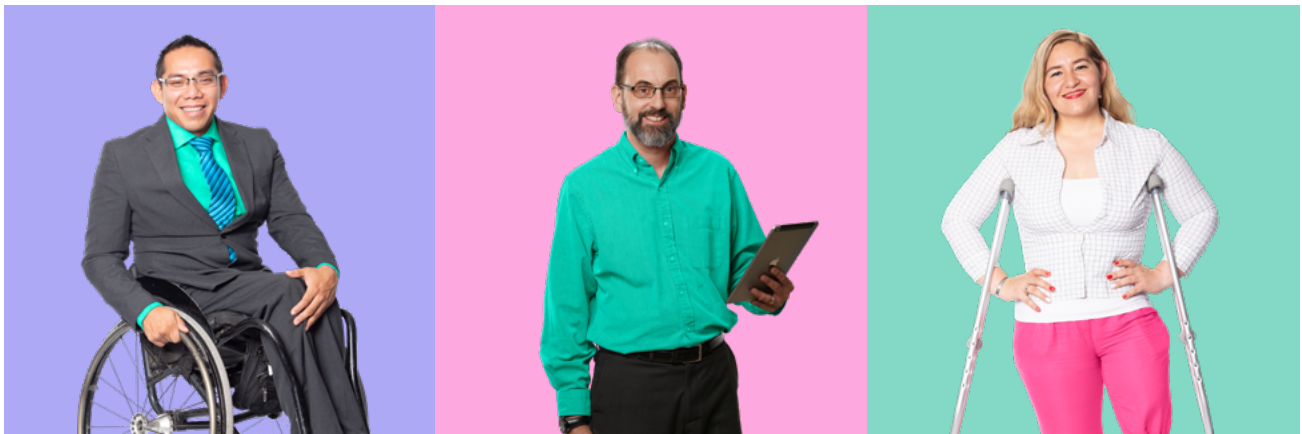
Scotiabank is creating new digital customer experiences that put accessibility and inclusion at the forefront of user experience. As part of this process, we interviewed customers in Canada with a range of sight, mobility, hearing and cognitive disabilities, and insights from

these conversations shaped Scotiabank's inclusive design framework.

Our Digital Accessibility team worked to integrate the framework across our product teams to ensure that inclusive design was never an afterthought in the design of our products and services. We have also expanded our user experience research capabilities, and are collecting and integrating the input of customers with disabilities into the software we build.

All new hires at Scotiabank's Digital Factory participate in an accessibility onboarding session. Throughout 2019, 900 people attended digital accessibility awareness or training sessions. In December 2019, the digital accessibility team presented an awareness session for employees at the Digital Factory to mark the International Day of Persons with Disabilities. Attendees were presented with information about the past, present and future for people with disabilities in Canada and the changing regulatory landscape.

In 2019, we redesigned our mobile banking app to comply with the Web Content Accessibility Guidelines (WCAG) from the World Wide Web consortium, the internationally recognized standards organization for the internet. Work that went into making our app was showcased in AccessAbility: A Practical Handbook on Accessible Web Design, which was produced by the Association of Registered Graphic Designers (RGD) in partnership with the Government of Ontario.



## Inclusion of People with Disabilities

We continue to invest in accessibility of our digital workplaces, and in 2019 Digital Banking hired two additional people with expertise in digital accessibility who will begin to address the accessibility of the applications our employees use every day.

### ERG-LED ACTIVITIES

In May 2019, Scotiabank's DiversAbility ERG hosted a global forum, Accessible By Design, at the Scotiabank Digital Factory. The event highlighted work done by our teams to promote accessibility in the design of our digital products and services and spoke to misconceptions around accessibility, the differences between accessible and inclusive and the market opportunities presented by accessibility.

The ERG also actively celebrated the UN's International Day of Persons with Disabilities (IDPWD) on December 3 in a few important ways. Starting in mid-November, the group worked to promote the Rick Hansen Foundation #EveryoneEverywhere campaign, which focuses on creating a world where Everyone can go Everywhere. Scotiabank leveraged the campaign to create awareness for the ways that our people, partnerships, workplace and products are coming together to advance physical and digital accessibility. The campaign included profiles of inclusive design (highlighting the design of Scotiabank's new working environments and accessibility of our new mobile app) and visual assets and quotes from Scotiabank employees focused on accessibility, accommodations and inclusion. Content was shared on our internal platforms and via external social media. The group also created a self-service IDPWD toolkit for teams throughout the Bank to encourage inclusive hiring practices and promote accessibility and accommodation throughout the Bank.



The DiversAbility ERG hosted two educational sessions in 2019. A September session educated employees about the positive outcomes that disclosure of a disability can have on a workforce, how/what to disclose about a disability and how to respond if someone discloses a disability to you. In November, an interactive session showed employees how to strategically change and adapt their minds to become more agile and resilient.

### COMMUNITY PARTNERSHIPS

Our continued support for the Rick Hansen Foundation School Program provides educators and students with a comprehensive set of free, bilingual resources designed to increase disability awareness, accessibility and inclusion. The program aims to raise awareness and change attitudes about accessibility and inclusion and empower young people to take action on issues that matter to them. In 2019, we were a sponsor of the Rick Hansen Accessibility Professional Network Conference, which promoted accessibility in Canada and provided attendees with networking opportunities.

Through our partnership with the Canadian National Institute for the Blind (CNIB), youth who are blind or partially sighted in the Greater Toronto Area will receive specially designed opportunities to learn valuable skills that will help them reach their infinite potential through every stage of their education, fuel their ambitions and champion their equal participation in the world of work.

In 2019, we also signed the #DearEverybody agreement, a campaign from the Holland Bloorview Kids Rehabilitation Hospital that seeks to increase inclusion and representation of disability in Canadian society by presenting more people with disabilities in marketing images.

 I have had genuine support in my work environment when I reached out for help with a workplace accommodation. It was a long, rather difficult journey but no one gave up trying to make it happen and I am quite grateful. This is the first "office job" I have had that doesn't exacerbate my shoulder injury or carpal tunnel due to the tools I was provided to alleviate that. Wow! Thank you! Additionally, I am blessed to have a management team that is sensitive to a few of my particular mental health needs and this is incredibly necessary today. Too many employers do not do this, and I am proud to work for one who does. 

– Customer Representative

# Inclusion of LGBT+ Communities

 Scotiabank became the first Canadian bank to join 253 early supporters of the UN Global LGBTI Standards for Business, showcasing its leadership role on Human Rights of LGBTI people. The private sector has a key role to play in respecting and protecting the Human Rights of LGBTI people and, as one of the leading global banks, Scotiabank's support sends a powerful signal. 

– Fabrice Houdart,  
United Nations  
Human Rights Officer and  
co-author of the UN Global  
LGBTI Standards

Scotiabank is committed to fostering an inclusive environment for employees, potential employees and customers who are members of LGBT+ communities. We believe that diverse opinions, backgrounds and perspectives make us stronger and more adaptable for the long term – so we seek to advance inclusion of sexual orientation, gender identity or gender expression for people who identify as lesbian, gay, bisexual, two-spirit, trans or allies. We prioritize LGBT+ inclusion and encourage everyone to be their authentic selves.

## INCLUSION INITIATIVES

In 2019, Scotiabank became the first Canadian bank to adopt the [United Nations Global LGBTI \(lesbian, gay, bi, trans and intersex\) Standards of Conduct for Business](#), demonstrating our continued commitment to diversity and inclusion at the highest levels of our Bank. The five standards of conduct that make up the UN Global LGBTI Standards for Business align well with our Human Rights Statement and efforts currently underway in our organization:

- Respect human rights
- Eliminate discrimination
- Provide support
- Prevent other human rights violations
- Act in the public sphere

Operationalizing the UN Standards will provide us with the opportunity to showcase the great work that is already underway and complements the efforts of Scotiabank Pride – our employee-led group dedicated to ensuring everyone feels safe and open to be their true selves, free of discrimination.

In 2019, Scotiabank also became a founding member of Partnership for Global LGBTI Equality (PGLE). PGLE is a coalition of organizations committed to accelerate LGBTI equality and inclusion globally by collaborating with the World Economic Forum, advancing the UN LGBTI Standards of Conduct for Business and facilitating thought leadership and peer learning. The Partnership for Global LGBTI Equality (PGLE) was announced at the World Economic Forum's Annual Meeting on January 22, 2019 in Davos, Switzerland. Joining PGLE as a founding member provides us with opportunities to operationalize the Bank's commitment to the UN Standards, amplify Scotiabank's unique experience as a Canadian bank with a global footprint in developed and developing markets and leverage PGLE membership to drive the Bank's LGBT+ inclusion roadmap.

Scotiabank voluntarily reports on inclusion of LGBT+ Communities at our Bank. However, in the absence of Labour Market Availability (LMA) data from Statistics Canada for this group, we are not able to provide comparative metrics.



## Inclusion of LGBT+ Communities

We also implemented a new global LGBT+ Ally certification program to help create and maintain welcoming spaces for all employees and customers. The online course focuses on the importance of taking an active role as an LGBT+ Ally at Scotiabank. The 2,600+ voluntary completions in Canada reflects an increasing culture and interest in diversity and inclusion learning across the organization, and the core principles of Allyship incorporated in the training program can be applied to all diverse groups. As such, the program is viewed as valuable for all employees and people leaders, advancing the inclusion of diverse gender identities, gender expressions or sexual orientations.

In another initiative, over 19,000 Scotiabank staff at our Global Contact Centres and Canadian Branches were provided with customer-focused gender identity and expression inclusion training designed to help our employees advance an inclusive experience for all customers. The Gender Identity and Gender Expression Toolkit and resources hub that we launched in 2018 continued to receive engagement and be utilized by teams across the Bank in 2019. The Scotiabank Real Estate department also included gender-neutral and accessible washrooms in the designs in branches and Scotiabank head office spaces.



### RECRUITMENT AND EMPLOYEE DEVELOPMENT

To develop and maintain a pool of top talent and reinforce our culture of high performance, we actively partner with various groups and organizations to help attract more LGBT+ candidates to the Bank. In 2019, diversity recruiters presented at more than 10 LGBT+ focused networking sessions, conferences and partner events. For example, Scotiabank recruiters participated in Start Proud's Out On Bay Street Conference, Canada's largest LGBT+ Student Recruitment Conference.

In 2019, our Global Banking and Markets (GBM) division was a lead sponsor of Reconnect, a networking event that provides LGBT+ and ally individuals from Rotman Commerce Pride Alliance with an opportunity to build professional connections. We participated in Venture Out, Canada's first LGBT+ inclusion conference for early-stage professionals in tech and entrepreneurship, and served as a lead sponsor of the inaugural Pride in Unity conference in Ontario. We also sponsored the Canadian Gay and Lesbian Chamber of Commerce Black and White Gala's Icon of the Year Award, which earned the Bank visibility as an LGBT+ inclusive organization, reinforced our enterprise-wide commitment to UN LGBTI Business Standards and helped strengthen our talent pool.

Scotiabank also continued its National Membership with Pride at Work Canada, sponsoring activations in Vancouver, Halifax and Toronto. In June, for the second year, Scotiabank was the sponsor and host of the national Pride at Work Canada Workplace Inclusion Summit. The national Workplace Inclusion Summit saw a diverse audience. 40% of attendees also self-identified as persons with disabilities.

And to celebrate diversity and raise awareness against homophobia, biphobia, transphobia and all forms of bullying, Scotiabank's Global Human Resources and Talent Acquisition teams dressed in pink to recognize International Day of Pink.

## Inclusion of LGBT+ Communities

### SCOTIABANK PRIDE

Scotiabank Pride is one of the largest and most global of the Bank's 13 Employee Resource Groups, with chapters across Canada, Mexico, Costa Rica, Panama, Chile, Colombia, Dominican Republic, Peru, Uruguay, Asia and the USA.

Chairs and leaders of these chapters meet quarterly as a Global LGBT+ Council of Chairs to advance the Bank's diversity and inclusion priorities. The global LGBT+ Council of Chairs includes over 35 ERG leaders from around the world. The Council is supported by the ERGs Executive Champion, who spoke publicly and candidly at various client and employee engagements in 2019 about the Bank's global commitment to LGBT+ inclusion.

During the month of February, the Canadian Pride ERG hosted a panel event to discuss what family means to different people within the LGBTQ+ community. Modern families come in all shapes and sizes, and Scotiabank celebrates families of all kinds.

Globally, Scotiabank celebrates June as the global month for Pride/LGBT+ inclusion. In 2019, we celebrated pride month in a number of ways, including raising pride and trans flags at corporate headquarters across Canada, Costa Rica, Mexico, Peru and Uruguay. We also enacted a Global Pride marketing campaign that featured LGBT+ Scotiabankers and allies in Canada and from across the Bank's global footprint.



### COMMUNITY PARTNERSHIPS

In 2019, Scotiabank activated external partnerships *for every future* of LGBT+ youth. We provided financial guidance as a Founding Sponsor of the Canadian Gay and Lesbian Chamber of Commerce LGBTQ Youth Entrepreneur Program; mentorship during the Ryerson Career Builder Program; support for LGBT+ students to advance careers in financial services during Start Proud's Out on Bay Street and Venture Out Conferences; sponsorships to advance LGBT+ inclusive hockey and recreation environments for young people via partnerships with You Can Play and The 519; sponsoring and volunteering as part of The 519's Infinite Pathways Program to provide mentorship; and employment readiness support to LGBT+ newcomers and refugees.

We also made a contribution to support the Egale Centre, which will be Canada's first facility that will combine proven counselling service with transitional and emergency housing exclusively dedicated to serving homeless LGBT+ youth. Scotiabank also donated to The Rainbow Railroad, an organization that rescues LGBT+ individuals from countries where identifying as LGBT+ is either illegal or punishable by death.



# Inclusion of Veterans

 I'm proud to be a part of the Scotiabank Veterans Network for many reasons. Over the last year, this Employee Resource Group has grown from a handful of employees to nearly 200 followers and supporters. Beyond just a networking group, the SVN has served as a platform to champion diversity initiatives beyond those of military veterans within the bank. There is still work to be done in 2020 and beyond, however I am honoured to play a role in driving a high-performance culture within the Bank. 

– Vice President, Operations

Veterans and Reservists make our Bank stronger. Their willingness to serve inspires us to advance the ways that we attend to the needs of both our customers and employees. As with all other target inclusion groups included in this report, we seek to provide Veterans and Reservists with opportunities for success, create awareness and employee engagement for them and partner with organizations who advance their inclusion.

## RECRUITMENT AND EMPLOYEE DEVELOPMENT

We actively seek to be an attractive career destination for Veterans and Reservists, as recruiting and developing top candidates helps us maintain our performance culture and helps us ensure that we have a pool of top talent.

We have established a partnership with Veterans Affairs Canada, who run recruitment events aimed at helping military veterans find employment. This partnership was further strengthened in 2019 and will enable the Scotiabank Veterans Network (SVN) to attend recruitment events in more remote military communities and will ensure that Scotiabank's Talent Acquisition teams have a strong pool of candidates for targeted roles.

## ERG-LED ACTIVITIES

The Scotiabank Veterans Network's mission is to create a community that supports current and former military personnel within Scotiabank and provides a forum for networking, training and the advancement of this diverse group of employees.

Throughout 2019, the Scotiabank Veterans Network worked closely with Scotiabank Aboriginal Network (SAN) to prepare for Remembrance Week. Together, they collaborated with the Scotiabank Archives team to review archives of Scotiabankers who fought in wars and conflicts over the last 100-plus years. A set of curated artifacts was put on display in Scotia Plaza to commemorate Veterans Day. The two ERGs also held a traditional remembrance ceremony to commemorate those who served, those serving and those who made the ultimate sacrifice. Leading up to the ceremony, both ERGs engaged employees using the hashtag #ScotiabankRemembers on internal social media platforms.

Scotiabank voluntarily reports on the inclusion of Veterans at our Bank. However, in the absence of Labour Market Availability (LMA) data from Statistics Canada for this group, we are not able to provide comparative metrics.

## Inclusion of Veterans

### PARTNERSHIPS

We seek to develop and support partnerships that give back to Veterans and their families and raise support for those who serve. This year, we established a scholarship program with Canadian Forces Morale and Welfare Services. Military families constantly have to manage the challenges of relocation, absences and risk. These families often have to work hard to maintain a balanced lifestyle, protect well-being within the home and ease the impact of deployment. Due to the unique circumstances of military life, funds for pursuing post-secondary education are a significant barrier for many Canadian Forces families.

Scotiabank has helped remove those barriers and had an immediate and important impact on the lives of seven students of military families, giving them the freedom to focus on their studies and relieving the stress of financial pressures. And through a separate partnership with the Military Family Resource Centre (MFRC), four children of Canadian Veterans were selected to receive a \$1,500 bursary to support their studies.

In 2019, Scotiabank also participated in the third year of our five-year commitment to the True Patriot Love Foundation. This national charity provides support to serving members of the Canadian Armed Forces, Veterans and their families by providing critical funding to community-based programs across the country.

The Toronto Garrison Ball is a premier social event that has been bringing together members of Toronto's military and business community since 1817. The 2019 Ball consisted of approximately 750 attendees including Officers from all of the Army units in the Greater Toronto Area along with members of the Royal Canadian Navy and Royal Canadian Air Force. Scotiabank purchased a table and invited members of SVN and other Bank employees to attend the Ball, giving these employees an opportunity to network with other guests and build relationships that will lead into 2020 plans for furthering the inclusion of veterans at Scotiabank.



# The future of Inclusion

While we are excited by the progress we've made in the past year to become more diverse and inclusive, we understand that we will always have more work to do in this area. Inclusion is not a fixed destination, and no organization ever fully "arrives."

To continue to advance inclusion, we will:

- Ensure that all current and prospective Scotiabankers feel respected and valued as individuals.
- Leverage diverse perspectives to advance the Bank's inclusive culture.
- Disrupt unconscious bias by changing mindsets, actions and processes.
- Continue to require that equal opportunity exists for all employees.
- Remain flexible and responsive as an organization.

The world is becoming smaller and more connected, requiring businesses to continually work with people from many different walks of life. In this business climate, we see our inclusive, diverse employee base and culture as a tremendous competitive advantage. Inclusivity is helping attract top talent to our Bank and ensuring that, once there, employees from all backgrounds are being given opportunities to achieve their fullest potential.

We are proud that 92% of employees believe that Scotiabank is building an inclusive workplace. But we know there is always more work to do. Guided by our core purpose *for every future*, Scotiabank is committed to continually evolving our diversity and inclusion efforts to foster a supportive, respectful environment that celebrates different ideas and perspectives.

## RELEVANT LINKS

[2019 Environment, Social and Governance \(ESG\) Report](#)

[Sustainable Business](#)

[Diversity and Inclusion at Scotiabank](#)

[Accessibility at Scotiabank](#)

[Scotiabank Careers](#)

## Headquarters

Bank of Nova Scotia Building  
1709 Hollis Street  
Halifax, Nova Scotia  
Canada  
B3J 3B7

## Executive Offices

Scotia Plaza  
44 King Street West  
Toronto, Ontario  
Canada  
M5H 1H1

## Contact

For further information contact  
[csr@scotiabank.com](mailto:csr@scotiabank.com)