

2009 Corporate Responsibility Report  
and Public Accountability Statement

**Responsibility.**

**The World  
is Changing.**

BMO  Financial Group

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Established in 1817 and based in Canada, BMO Financial Group serves more than 10 million personal, commercial, corporate and institutional customers in North America and internationally. Our operating groups – Personal and Commercial Banking, BMO Bank of Montreal in Canada and Harris in the United States; Private Client Group, our wealth management business; and BMO Capital Markets – share one vision: to be the bank that defines great customer experience.

Bank of Montreal uses a unified branding approach that links all of the organization's member companies. Bank of Montreal, together with its subsidiaries, is known as BMO Financial Group. As such, in this document, the names BMO and BMO Financial Group mean Bank of Montreal together with its subsidiaries.

# Responsibility. The World is Changing.

Responsibility. It contributes to the strength of our business, it makes our relationships with our customers, investors and employees strong. At BMO, we have a 192-year record of sustainability that makes us proud. The belief that sustainability and success go hand in hand, for us, is fundamental. It's why last year we announced we would be carbon neutral by 2010.

Being in business carries with it duties to the people who bank with us, invest in our company, choose to work here and those whose communities we share.

The theme of this report is responsibility in a changing world. On these pages you will see a summary of our progress and many of the responsive and innovative things we've done in the past year to play our part. So it might be a surprise that in this message, you'll read not only about what's new, but about what will never change at our company.

For much of 2009 attention focused closely on economic issues and particularly on the way banks responded to support their customers. This reinforced our belief that the value in the fundamentals of banking – living within your means, taking risk appropriately and saving for a rainy day – which couldn't be more consistent with the way we do business, are standards that should never be taken for granted.

At BMO, we know we are stewards of the principles laid down when this company was founded – principles that form the basis of a 192-year record of sustainability that is older than our country itself. In a changing world, we meet our responsibility to evolve this company by referring to those principles for guidance and acting on our values.

Responsibility begins with the way we conduct business. As a company, we strive to do the right thing – always. Our stakeholders expect this of us, and nothing could be more important to our success. Our business – making money make sense for millions of personal, commercial, institutional and corporate customers – is built on the trust people have in our company. For this reason, we constantly review and refine our governance standards



to ensure we are maintaining the highest standards for ethics and transparency.

For BMO's 36,000 employees in Canada, the United States and around the globe, acting responsibly is something we expect of each other. It's one of the reasons why 2,000 BMO employees volunteered in company-organized giving days. Our values – the five principles followed by everyone here – form a clear guide to doing the right thing in our daily work.

By staying true to this approach to business, we're able to keep pace with change and do our part to help lead in important areas as well. Two examples you'll see here are our employees' commitment to the community, particularly their record-setting support in 2009 for United Way, and our commitment to become carbon neutral relative to energy consumption and transportation emissions across our enterprise, worldwide, this year and a leader in environmental sustainability in the years to come.

We're also able to continue improving.

Being a for-profit company should not mean we are simply here to maximize profit. Great companies care. In fact, to serve customers well, a company has to care about the same things its customers believe are important. And perhaps, above all else, employees have to be proud of their company. We are. If you like the company you see reflected on these pages, speak to one of our 36,000 employees. We would be happy to help you.

A handwritten signature in black ink that reads "Bill Downe".

**Bill Downe**  
President and Chief Executive Officer

# Our Approach to Corporate Responsibility

*"We're making sure we have the policies and processes in place to appropriately respond to sustainability issues that impact our business."*

**Ula Ubani**, Director, Corporate Responsibility and Sustainability,  
BMO Financial Group

Our first responsibility is to our customers. We are committed to providing accessible, affordable banking and relevant products and services that make sense. As a responsible corporate citizen, we support financial literacy. We contribute to the economic well-being and economic growth of Canada and Canadians by creating not only employment, but careers. BMO is a supportive workplace that welcomes individuals from diverse communities. And we promote conservation and the protection of our environment.

As the world changes, we ensure that our corporate responsibility practices evolve in keeping with our company's founding principles and our values.

programs for BMO to reduce its operational impact on the environment.

- BMO's Sustainability Council is a management committee responsible for providing oversight and guidance in executing the bank's corporate responsibility and sustainability practices. Council members are senior leaders from across the enterprise.
- Much of the Sustainability Council's activities in 2009 focused on providing oversight for the implementation of BMO's Clear Blue Skies Initiative, our enterprise-wide environmental strategy (see page 27).

## How Corporate Responsibility is Managed

- BMO employees are expected to be responsible in their actions. This is outlined in *FirstPrinciples*, our code of conduct.
- Our Corporate Responsibility & Sustainability Group is responsible for identifying and understanding the wide-ranging implications of sustainability issues, and collaborating with various areas in the bank to address them. This group is closely aligned with the Environmental Sustainability Group, whose mandate is to design and implement

## Reporting Framework

We identify the issues that are, or could become, relevant to BMO and its stakeholders, and work to assess their significance. We assess best practices in our industry (North American and international), stakeholder behaviour and concerns and societal norms.

- Since 2007, we have reported our annual progress on our corporate responsibility priorities in a series of progress reports. We continuously evaluate these priorities to ensure they remain relevant to our business and stakeholders.

### OUR VISION

**To be the bank that defines great customer experience.**

### OUR VALUES

#### Take Pride

In what we do and where we work

#### Keep Your Word

Never waver from our commitments to our customers and each other

#### Embrace Diversity

Gain strength through our people and our perspectives

#### Do the Right Thing

Demonstrate respect for all and earn trust through the integrity of our actions

#### Have the Courage to Win

Focus on what makes us successful

- We've used the Global Reporting Initiative (GRI) 2006 Sustainability Reporting Guidelines (G3) and Financial Services Sector Supplement to shape our report again this year. An index of the GRI indicators we report on can be found on our website.

## Our Reporting

We use various channels to report on BMO's performance and management of corporate responsibility issues.



### 2009 Corporate Responsibility Report and Public Accountability Statement

Shows BMO's 2009 progress on our priorities

[www.bmo.com/corporateresponsibility](http://www.bmo.com/corporateresponsibility)



### Corporate Responsibility Website

Details of our corporate responsibility approach, policies and practices are updated throughout the year

[www.bmo.com/corporateresponsibility](http://www.bmo.com/corporateresponsibility)



### 2009 Annual Report

BMO's strategic goals and performance

[www.bmo.com/annualreport](http://www.bmo.com/annualreport)

# 2009 Performance Report

BMO recognizes the importance of providing clear, meaningful information on the key indicators relevant to our business and our many stakeholders. By documenting our activities and strategic outcomes, we provide a concise summary of our economic, social and environmental performance over time. This assists our organization in assessing our progress, opportunities and priorities.

The following table documents our corporate responsibility performance over the past three years.

	2009	2008	2007
<b>Economic<sup>1</sup></b>			
Net Income as Reported	<b>\$1.8 billion</b>	\$2.0 billion	\$2.1 billion
Taxes Paid (Recovered)	<b>\$1,322 million</b>	(\$466 million)	\$882 million
Employees	<b>32,252</b>	33,090	32,475
Employee Compensation	<b>\$3.1 billion</b>	\$2.8 billion	\$2.7 billion
Expenditures <sup>2</sup>	<b>\$1.9 billion</b>	\$1.8 billion	\$1.8 billion
<b>Social<sup>1</sup></b>			
Total Donations and Sponsorships	<b>\$47.2 million</b>	\$47.7 million	\$42.6 million
Contribution to Federated Charities	<b>\$2.5 million</b>	\$2.3 million	\$2.3 million
New Commitments to Hospitals	<b>\$2.3 million</b>	\$5.4 million	\$5.8 million
New Commitments to Higher Learning	<b>\$3.6 million</b>	\$4.7 million	\$4.8 million
Donations to Arts and Culture	<b>\$2.8 million</b>	\$2.8 million	\$2.8 million
Sponsorships of Sports and Recreation <sup>3</sup>	<b>\$12.8 million</b>	\$12.3 million	\$8.6 million
Contribution to BMO Volunteer Grants	<b>\$450,000</b>	\$532,000	\$438,000
Contribution to BMO Matching Gift Program for Higher Education	<b>\$157,000</b>	\$140,000	\$191,000
Free Banking Services (number of customers)	<b>1.37 million</b>	1.39 million	1.35 million
Number of BMO Bank of Montreal Branches	<b>900</b>	983	977
Number of Automated Banking Machines	<b>2,030</b>	2,026	1,978
Ensuring Access (percentage of branches accessible to individuals with disabilities)	<b>90%</b>	91%	90%
Locations Serving Aboriginal Communities (number of communities)	<b>11</b>	15	15
Business with Aboriginal Customers	<b>\$1.7 billion</b>	\$1.4 billion	\$1.0 billion
On-Reserve Housing Loans (number of communities)	<b>44</b>	36	33
Debt Financing to Business <sup>4</sup>	<b>\$109 billion</b>	\$127 billion	\$130 billion
Women Executives <sup>5</sup>	<b>34.6%</b>	34.5%	35.6%
Visible Minority Employees <sup>5</sup>	<b>29.2%</b>	23.4%	23.9%
Aboriginal Employees <sup>5</sup>	<b>1.4%</b>	1.2%	1.3%
Employees with Disabilities <sup>5</sup>	<b>2.7%</b>	2.1%	2.3%
<b>Environmental<sup>1</sup></b>			
Technology Disposal Program (Canada and United States) <sup>6</sup>	<b>93 tonnes</b>	110 tonnes	241 tonnes
Paper Shredding/Recycling (Canada and United States)	<b>5,113 tonnes</b>	4,090 tonnes	3,282 tonnes
Renewable Energy Purchased (Canada and United States)	<b>24,000 megawatt hours</b>	8,376 megawatt hours	5,000 megawatt hours
Percentage of Hybrid Vehicles in Service Fleet (Canada and United States)	<b>27%</b>	18%	13%

<sup>1</sup> All figures are for our fiscal years ending October 31, 2009, 2008 and 2007, and relate to Canada, except Net Income, which relates to BMO's consolidated results, unless specified otherwise.

<sup>2</sup> Goods and services purchased in Canada.

<sup>3</sup> Increase in 2008 contribution is explained by the centralization of sponsorship investments.

<sup>4</sup> Certain comparative figures have been reclassified to conform with the current year's presentation.

<sup>5</sup> All figures reflect our Canadian diversity representation. 2009 numbers reflect a workforce resurvey of Canadian employees.

<sup>6</sup> Figure reported for 2007 is for Canada only.

# Responsibility. Economic Contribution.

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BMO is one of Canada's largest companies. As we create wealth, we also help ensure the ongoing prosperity and well-being of our society. Sharing our success with our shareholders, employees and fellow citizens, we help sustain a financially sound economy – benefiting individuals and businesses alike.

## Taxes

- BMO's tax payments help all levels of government in Canada provide the programs and services that benefit Canadians. In fiscal 2009, our overall tax contribution was \$1,322 million. This amount included \$1,024 million in income taxes, \$36 million in provincial capital taxes, \$108 million in GST and sales taxes, \$132 million in payroll taxes (employer portion), \$14 million in property taxes and \$8 million in business and other sundry taxes (see *Taxes Paid or Payable in Canada*, page 33).

## Shareholders

- In spite of the extraordinary economic challenges in 2009, our performance strengthened steadily as we delivered sustainable improvements in both revenue growth and expense discipline. 2009 marked a second consecutive year of strong revenue growth, and return on equity (ROE) remained good in the context of the economic environment. Most notably, in 2009 our one-year total shareholder return (TSR) rebounded to 25%, which was top-tier among our Canadian peers. We also maintained our common share dividend, extending our payment record to 181 years, the longest of any company in Canada.

## Employment

- Across Canada, we employed 32,252 full-time and part-time workers in 2009 (see *Employment*, page 33). Our employee compensation in Canada totalled \$3.1 billion.

## Goods and Services

- In 2009, we purchased a total of \$1.9 billion in goods and services in Canada.

## Communities

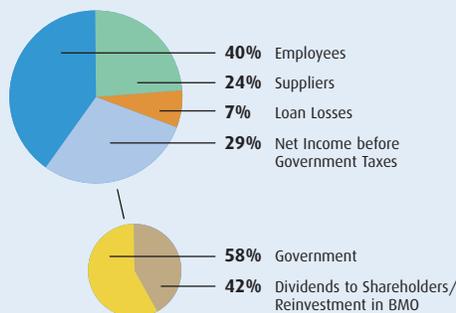
- In 2009, we provided \$55 million in donations, sponsorships and other contributions to support charities, not-for-profit organizations and programs in Canada and the United States. Of this amount, \$47.2 million was contributed in Canada, including \$22.1 million in charitable donations and \$25.1 million in sponsorships and events.

## FINANCIAL LITERACY

### Promoting Financial Literacy

L. Jacques Ménard, Chairman, BMO Nesbitt Burns and President, BMO Financial Group, Quebec, is Vice-Chair of Canada's Task Force on Financial Literacy, which was established by the federal government in June 2009. Along with 12 other distinguished business and community leaders, he is working to provide advice and recommendations regarding a cohesive national strategy for strengthening the financial literacy of Canadians. BMO is proud to play a leadership role in this initiative. By helping all Canadians become more knowledgeable consumers, investors and savers, we reinforce the stability of our financial system and make our economy stronger.

### Where Our Canadian Revenues Go



The wealth created by BMO is shared across our society. In 2009, our Canadian revenue was \$7,714 million. Of this amount, 40% went to employee compensation, 24% went to suppliers and 7% went to our provision for loan losses. Of the remaining \$2,266 million, 58% went to governments in the form of income taxes and other levies and 42% was returned to our shareholders or reinvested in our company.

# Responsibility. Trust.

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Earning the trust of our many stakeholders is a key priority for us. Our corporate governance program is based on the principles of honesty, integrity and fairness. A system of rigorous controls guides our daily activities. Because of this, as we serve our customers, shareholders, employees and communities, we build trust. And we enhance our reputation, the thing we know is vital to the long-term viability of our company.

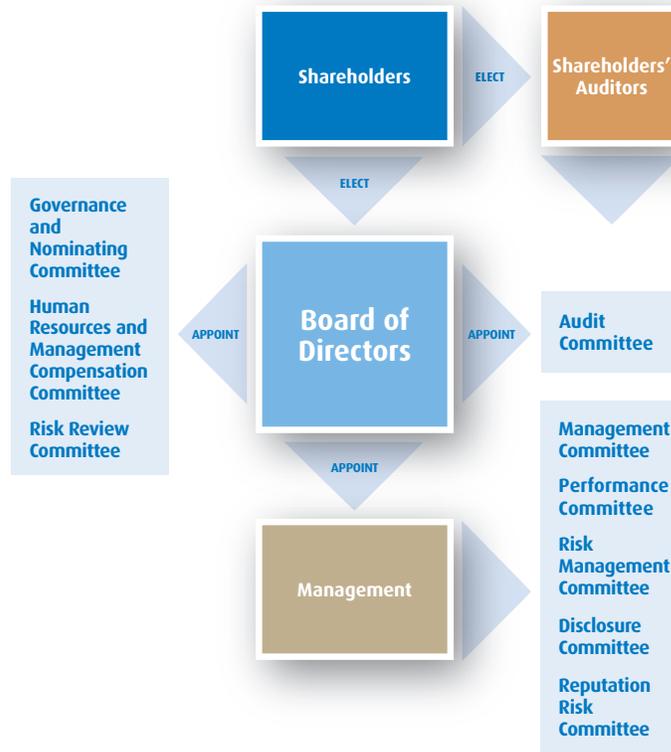
## Corporate Governance

- BMO's Board of Directors supervises and oversees the management of BMO and is responsible for setting standards for good governance and compliance across the enterprise.
- To protect the interests of our shareholders, all directors, other than the Chief Executive Officer, are independent. At every board and committee meeting, members hold in-camera sessions without management present.
- We continually assess our governance practices and policies to ensure they meet or exceed legal and regulatory requirements and reflect emerging best practices.

## *FirstPrinciples, Our Code of Business Conduct and Ethics*

- *FirstPrinciples*, our code of business conduct and ethics, is the foundation of our governance framework and reflects our commitment to high standards of business conduct and ethics. Each year, every BMO director, officer and employee is required to sign a confirmation that they understand and observe *FirstPrinciples*. We also make our

## BMO® Corporate Governance Structure



major suppliers aware of our code, and expect them to hold themselves to the same high standards of business conduct.

- Each year, our Corporate Compliance department conducts a rigorous review of *FirstPrinciples*, benchmarking our code against the regulatory environment and best practices in the global financial industry, and presents its findings to the board for review and approval. (For more information about *FirstPrinciples*, please visit our website at [www.bmo.com/codeofconduct](http://www.bmo.com/codeofconduct).)

## BMO Recognized for Corporate Governance

*The Globe and Mail's* Report on Business Board Games 2009, an annual review of corporate governance practices, ranked BMO third overall among 157 Canadian companies (two companies tied for first place). The survey addresses four key areas: board composition, compensation, shareholder rights and disclosure.

*“Sound corporate governance, high ethical standards and strong corporate citizenship are cornerstones of sustainability. Our stakeholders expect nothing less from us, and in supporting these principles, we ensure the long-term success of our bank.”*

**Simon Fish**, Executive Vice-President and General Counsel, BMO Financial Group and Chair of the BMO Sustainability Council

## Whistleblowers

- We require all employees to immediately report concerns that may relate to a breach of any laws, regulations or *FirstPrinciples*, or any other concerns about ethical conduct. These concerns can be raised confidentially and anonymously. Employees are protected against retaliation for raising concerns.

## Compliance

- Complying with applicable laws, rules and regulations is key to sound corporate governance. The heads of our operating groups ensure their group has policies and procedures in place to address regulatory requirements.
- Our Chief Compliance Officer provides independent oversight and monitoring of the operating groups, and provides a second line of defence to ensure we meet our obligations.
- The Audit Committee of our Board of Directors receives regular reports from the Chief Compliance Officer on issues and trends that may affect our compliance framework.

## Corporate Responsibility Policies

- BMO’s policies on social and ethical issues are part of our decision-making framework. We insist that all our employees understand and respect these policies, which require us to:
  - Conform to all applicable domestic laws and regulations in the jurisdictions where we operate.

### PROGRESS REPORT

PRIORITIES	2009 PROGRESS
Lead in corporate governance.	<ul style="list-style-type: none"> <li>• Ranked 3rd out of 157 Canadian companies in <i>The Globe and Mail's</i> Report on Business 2009 annual review of corporate governance practices.</li> <li>• We were recognized by The Canadian Coalition for Good Governance in their 2009 edition of Best Practices in Disclosure of Director Related Information.</li> </ul>
Operate our business ethically, transparently and according to <i>FirstPrinciples</i> .	<ul style="list-style-type: none"> <li>• We updated <i>FirstPrinciples</i> in areas including information security, conflicts of interest and personal trading in securities.</li> </ul>
Respect and protect the privacy of our customers and employees.	<ul style="list-style-type: none"> <li>• BMO’s Privacy Office is involved in new business initiatives, such as new product offerings and marketing programs, to ensure compliance with any applicable privacy legislation and internal policy, and to ensure privacy risk is mitigated.</li> </ul>

- Follow truthful and ethical practices in advertising, and adhere to the Canadian Code of Advertising Standards.
- Adhere to the principles of non-discrimination and equal opportunity.
- Adhere to the principles of confidentiality and privacy in our interactions with our customers.
- Consider ethical, political, social and economic factors, in addition to normal lending considerations, in the development of foreign business.
- Prohibit lending to foreign customers for military equipment purchases that are inconsistent with Canada’s national defence policy or international treaty obligations.

*“The laws that govern our business are designed to protect our customers and to achieve other important public policy objectives. We are committed to meeting not just the letter but also the spirit of those laws.”*

**John Jason**, Senior Vice-President, Deputy General Counsel and Chief Compliance Officer, BMO Financial Group

*“We keep an open line of communication with all of our shareholders – large and small. Building their trust is a top priority.”*

**Viki Lazaris**, Senior Vice-President, Investor Relations, BMO Financial Group

- Maintain strict conflict-of-interest rules for employees, officers and directors.
- Apply enhanced levels of due diligence when lending to borrowers in environmentally sensitive industries.
- Measure success in all we do by applying the principles of excellence, accountability, transparency and integrity.

advice, expertise, education, support and monitoring, and reports to executive management and the Board of Directors.

- The Privacy Office ensures privacy risk is managed appropriately for all new business initiatives. The team works with business groups to ensure that privacy is integrated into the design and development of our new products, processes and technology.
- Our Information Management and Information Security departments, along with the Privacy Office, jointly maintain an enterprise-wide employee learning program to increase awareness of the proper handling of personal and confidential information.
- The Privacy Office works closely with Information Security to monitor for external threats, and to maintain practices for protecting personal information. Existing controls are adjusted as necessary.
- We have processes in place that help us quickly and appropriately respond to privacy complaints or incidents.

## Privacy and Information Security

- Protecting the information entrusted to us is at the core of what we do. It allows us to build a foundation of confidence and trust with our stakeholders.
- With the increasing pace of business and the evolution of new technology and social media, we embed privacy protections in all of our business practices – such as limiting the information we collect when implementing new technology.
- BMO’s Chief Privacy Officer has a mandate to ensure the safeguarding of our customers’ and employees’ personal information, and is accountable for our privacy policy and all related complaint resolution, education and communication activities.
- The Chief Privacy Officer manages the Privacy Office, a team of employees responsible for our organization’s compliance with privacy legislation. The Privacy Office also provides

## Customer Complaints

- Available in all BMO Bank of Montreal® branches and online, our brochure *We Can Help – Resolving Customer Complaints* outlines the complaint resolution process for all our Canadian operating groups and

## ENGAGING OUR STAKEHOLDERS

### Reaching Out to Shareholders

BMO engages in ongoing dialogue with both retail and institutional shareholders. We create opportunities for meetings with our President and CEO, as well as the leaders of our operating groups and other members of senior management as necessary. We engage investors via ongoing correspondence, one-on-one meetings, group meetings, investor presentations, quarterly earnings conference calls and BMO’s annual general meeting. We also communicate regularly with rating agencies and investment analysts.

*“Privacy is integrated thoughtfully and consistently in the design of our products, processes and technology – we know it’s top of mind for our employees.”*

**Johnna Koso**, Chief Privacy Officer, BMO Financial Group

[www.bmo.com/corporateresponsibility](http://www.bmo.com/corporateresponsibility)

includes contact information for our Ombudsman, the Ombudsman for Banking Services and Investments (OBSI), regulators and provincial securities commissions. It also contains the financial services industry's Voluntary Commitments and Codes of Conduct, which BMO has agreed to follow.

- At Harris, escalated customer complaints are handled by the appropriate manager within the line of business. Regulatory complaints are forwarded to Corporate Compliance.
- If a dispute cannot be resolved satisfactorily either by branch staff or through our internal escalation process, a customer may appeal to BMO Financial Group's Office of the Ombudsman. The staff of the Ombudsman's office are not involved in the day-to-day operations of the bank. If a customer is not satisfied with our Ombudsman's decision on a complaint, it is his or her right to contact the OBSI for an impartial and informal review. OBSI services are free to consumers.

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## Money Laundering and Terrorism

- BMO is strongly committed to preventing the use of our enterprise for money laundering and terrorist financing activities. BMO will not knowingly conduct business with individuals, entities or governments attempting to turn "dirty" money into "clean" money. Nor will we knowingly conduct any type of business relating to property owned by, or on behalf of, a terrorist group.
- BMO adheres to sanctions that restrict the provision of services to certain individuals, entities and countries in accordance with government regulations.

*"The Office of the Ombudsman works independently to provide confidential, impartial and informal assistance to facilitate the fair and equitable resolution of unresolved customer disputes. Employees may also contact the office about any concerns regarding a potential breach of our code of conduct. We ensure all concerns and grievances raised by employees are investigated appropriately."*

**Michael McGrann**, Ombudsman

# Responsibility. Customers.

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Working in the best interests of our customers is a principle we stand behind. We are committed to providing our customers with value and sound advice while ensuring the long-term sustainability of our business.

Providing accessible, affordable banking, meeting the needs of a diverse range of individuals, communities and businesses in good times and challenging times, and offering useful and innovative products will always be among our highest priorities.

## Affordable Banking

- BMO is committed to providing our customers with access to affordable banking plans. For people with straightforward banking needs, we offer our Practical Plan, which provides 10 monthly transactions for a low monthly fee of \$4. The fee is waived if a minimum monthly balance of \$1,000 is maintained.
- Two new banking plans were introduced in 2009. BMO now offers six banking plans, each with one simple monthly fee. We are still the only bank to offer banking plans that allow customers access to multiple personal accounts for one plan fee.
- To make mortgage loans more affordable and prevent foreclosures, Harris in the United States offered the Home Affordable Refinancing Program to customers with Fannie Mae and Freddie Mac loans, while also offering affordable refinancing for Harris first mortgages. A modification program was also implemented in 2009 for Freddie Mac and Fannie Mae mortgages that are serviced by Harris.

## Banking Plans for Seniors and Youth

- We offer free banking services to meet the unique needs of older and younger Canadians. In 2009, we provided these services to approximately 933,000 customers aged 60 and older, and approximately 434,000 students, youths and young adults.
- In 2009, BMO introduced a new Senior Plan, which includes unlimited transactions with no monthly fee and one free ABM withdrawal per month at another financial institution's ABM. The Senior Plan also includes several new services at no cost, such as personalized cheques, money orders, drafts and travellers cheques, as well as the option to collect AIR MILES<sup>®1</sup> reward miles on debit card purchases.
- BMO offers students and recent graduates free banking services. With BMO's Student Discount Program, students have free access to our Plus Plan, which can save them \$8.50 per month. The plan includes up to 30 transactions each month, cheque image return and one monthly Interac<sup>®2</sup> Email Money Transfer. We are the only Canadian bank that extends this offer to recent graduates, who can enjoy an extra 12 months of free banking with the Plus Plan.

## Accessible Service

- More than 90% of BMO Bank of Montreal branches provide level or ramped entries to accommodate customers with disabilities, and many of our branches also offer wheelchair-height service counters.



ENGAGING OUR STAKEHOLDERS

### Customer Satisfaction

Our customer satisfaction and loyalty surveys are important tools for engaging our customers and ensuring that we are providing the services they need. In Canada, our Net Promoter Score – which measures customer loyalty – remains strong at a time when many competitors' scores have fallen. In the United States, Harris was ranked "Highest Customer Satisfaction with Retail Banking in the Midwest Region in a Tie" by J.D. Power and Associates.\*

### Best Banking Awards

Global market research company Synovate recognized BMO Bank of Montreal as most improved in 2009 among the five largest Canadian banks. They presented BMO with three of its 2009 Best Banking Awards, including the Branch Service Excellence award.

[www.bmo.com/corporateresponsibility](http://www.bmo.com/corporateresponsibility)

\*Harris National received the highest numerical score in a tie among retail banks in the Midwest (IL, OH, IN, MO, WI, MN, MI, IA) region in the proprietary J.D. Power and Associates 2009 Retail Banking Satisfaction Study. Study based on a total of 28,570 responses measuring 21 providers in the region and measures opinions of consumers with their primary banking provider. Proprietary study results are based on experiences and perceptions of consumers surveyed in January 2009. Your experiences may vary. Visit [jdpower.com](http://jdpower.com).



- All BMO ABMs conform to Canadian Standards Association (CSA) wheelchair side reach requirements.
- BMO introduced 18 new Drivethru Instabank<sup>®</sup> ABM facilities in 2009, bringing the number of Drivethru Instabank locations to 141. These facilities provide customers with access to banking services without having to leave their cars.
- In 2009, 12 new branches were constructed with full accessibility, 13 branches were relocated to new premises with full accessibility and eight branches were renovated to provide full accessibility.
- To assist customers who have experienced vision loss, our ABMs have screens that use contrasting bright colours to make instructions easier to read, pulsing light bars that direct users to the card slot and envelope depository, large-character keypads and fully enabled audio.
- BMO Bank of Montreal and Harris offer fully personalized large-print cheques with perforated guidelines as well as statements in Braille for personal deposit accounts.

- Our BMO Bank of Montreal Direct Banking Client Services Centre is equipped with a teletypewriter device to assist our customers who are deaf, deafened or hard of hearing.

## Introducing New Products and Services

- We introduced BMO SmartSteps<sup>™</sup>, a program designed to help our customers do better with their money. BMO SmartSteps provides our customers with tips that can help increase their savings by taking steps such as minimizing banking fees, speeding up mortgage repayment and reducing taxes.
- In 2009, we developed a recession support program that was introduced in areas most

*“Our highest ranking for customer satisfaction in the Midwest from J.D. Power and Associates says a great deal about our progress.”*

**Chris McComish**, Executive Vice-President and Head of Personal Banking, Harris



### FINANCIAL LITERACY

#### Encouraging Financial Fluency

To address the concerns of high net worth Canadians about their young adult children's (aged 18 – 25) ability to manage family wealth and to plan for their financial future, BMO Harris Private Banking held an exclusive series of day-long events in major Canadian cities. Hosted by financial experts, this program explained the basics of financial management by using interactive games and activities.

severely affected by the economic downturn and subsequently became national. We equipped front-line employees to have conversations with customers faced with job loss who turned to BMO for help. We also developed materials with tips to help customers on issues ranging from improving household cash flow to recovering from financial hardship.

**Do better with your money.**  
Introducing BMO SmartSteps.

BMO Bank of Montreal Making money make sense.



By following just a few simple steps, you can get your money better organized, be on top of your spending, borrow smartly, and set aside some savings each month.

BMO<sup>®</sup> SmartSteps helps you be as smart as possible with your money, understand the choices you have, and get set up quickly.



 **PROGRESS REPORT**

- BMO introduced a number of new accounts in 2009, including a higher-interest Smart Saver Account to help customers increase their savings.
- We continued to offer the award-winning BMO FirstHome® Essentials Kit, a step-by-step guide for first-time homebuyers. The kit includes tips, worksheets and an online planning tool that helps prospective homebuyers understand and navigate the complexities of purchasing a home.
- In response to the more challenging real estate market, BMO offered customers information and guidance to make informed financial decisions. In the United States, Harris helped homeowners by modifying eligible loans to more affordable levels.
- Harris sponsored free Homebuyer Workshops in communities across Chicago at which Harris' experts offered insights and advice for first-time homeowners.
- We increased retirement training across our sales force and helped empower our customers to take charge of their retirement by conducting 30 workshops on the subject across Canada and in Chicago. Approximately 4,500 people participated in the program. The BMO Retirement Institute continues to be a recognized leader, conducting research and offering advice on critical retirement issues.
- BMO was the first major Canadian bank to offer the Registered Disability Savings Plan (RDSP), which encourages families and individuals to save for the long-term security of people with disabilities. BMO then became the first bank to launch an RDSP to the broader investment advisor community. As of November 1, 2009, BMO RDSPs made up 70% of the overall RDSP market in Canada.

PRIORITIES	2009 PROGRESS
Provide affordable banking to Canadians of all income levels.	<ul style="list-style-type: none"> <li>• BMO continues to offer affordable banking plans.</li> </ul>
Offer free banking to qualifying students, youths, young adults, seniors and community groups.	<ul style="list-style-type: none"> <li>• In 2009, we provided 1,426,500 seniors, youths and community groups with free banking services, an increase from 1,393,000 in 2008.</li> </ul>
Ensure that all our customers have access to our products and services.	<ul style="list-style-type: none"> <li>• We opened 12 new fully accessible branch locations and redeveloped 21 others to ensure accessibility.</li> </ul>
Work with First Nations peoples to increase access to financial services in Aboriginal communities.	<ul style="list-style-type: none"> <li>• The total amount of business we do with Aboriginal peoples, businesses and communities has grown to more than \$1.7 billion. The number of First Nations communities participating in the BMO On-Reserve Housing Loan Program has grown to 44.</li> </ul>
Provide products and services that meet the needs of our customers from diverse communities.	<ul style="list-style-type: none"> <li>• We introduced a Welcome to Canada banking information package to meet the needs of Newcomers to Canada.</li> </ul>
Provide our customers with excellent service.	<ul style="list-style-type: none"> <li>• Global market research company Synovate recognized BMO Bank of Montreal as most improved in 2009 among the five largest Canadian banks.</li> <li>• The Harris Contact Center in the United States was certified as a Center of Excellence by Purdue University's Center for Customer-Driven Quality.</li> </ul>
Develop new products and services to help our customers to reach their financial goals.	<ul style="list-style-type: none"> <li>• We introduced BMO SmartSteps, a program designed to help our customers do better with their money.</li> <li>• We introduced a higher-interest Smart Saver Account.</li> <li>• In the United States, Harris sponsored free Homebuyer Workshops in communities across Chicago.</li> </ul>
Be the bank of choice for our small and medium-sized business customers.	<ul style="list-style-type: none"> <li>• We introduced BMO Agri ReadilLine to help farmers effectively manage their finances throughout the year.</li> </ul>
Respond to the needs of our business customers in times of crisis.	<ul style="list-style-type: none"> <li>• We offered support for customers affected by the downturn in the Atlantic lobster fishery (see sidebar, page 12).</li> <li>• We provided information on H1N1 pandemic planning to our small business clients.</li> </ul>

- BMO and the Canadian Forces Personnel and Family Support Services agency developed an enhanced banking program to meet the needs of the Canadian defence community. The program includes the BMO Support Our Troops MasterCard, an affinity card that enables holders to earn rewards on all purchases while also supporting a variety of social programs, such as the Military Families Fund.

## Aboriginal Banking

- Developing products and services to meet the needs of Canada's Aboriginal peoples has been a priority since the founding of BMO Bank of Montreal's Aboriginal Banking Unit in 1992.
- The total amount of business we do with Aboriginal peoples has grown to \$1.7 billion.
- Six new communities began offering our BMO On-Reserve Housing Loan Program in 2009, bringing the number of communities in the program to 44. Due to specific restrictions in the *Indian Act*, First Nations peoples are unable to offer reserve land as security to

obtain mortgages to finance the purchase or renovation of a home. Under the BMO program, launched in 1995, First Nations governments act as guarantors for such mortgages. The program enables First Nations members to purchase homes without the need for federal government guarantees, and it's good business.

- BMO partners with organizations like the Canadian Council for Aboriginal Business (CCAB) to facilitate Aboriginal peoples' participation in the Canadian economy. CCAB (of which BMO is a founding member) has honoured BMO with a gold Progressive Aboriginal Relations (PAR) award for initiating Aboriginal community economic development. We are the only Canadian bank to achieve this recognition at the gold level.
- BMO is a corporate member and sponsor of the Aboriginal Financial Officers Association of Canada (AFOA). AFOA provides education and training programs to help Aboriginal peoples better manage and govern their communities and organizations by enhancing financial management practices and skills.

*"BMO has long been a recognized leader in supporting the Canadian Aboriginal community. Whether it's providing loans to make home ownership on reserve possible, arranging financing for Aboriginal entrepreneurs or helping our young people access higher education, BMO is a valued partner to the first people of Canada."*

**Clint Davis**, President and CEO, Canadian Council for Aboriginal Business



Photo: Eric McCarthy/Journal Pioneer, Summerside PEI

### Partnering In Times of Need

Standing by our customers in good times and bad is a long-standing commitment at BMO. So is promoting entrepreneurship among Canada's Aboriginal communities. In 2009, we had the opportunity to address both these commitments by offering support to the Atlantic lobster fishery. In June, we delivered a public message to our customers, as well as to customers of other financial institutions, that BMO welcomed the opportunity to help them deal with the downturn the industry continues to experience. At the same time, we encouraged Canadians from coast to coast to cook a lobster dinner.

Later in the year, we provided a loan to Minigoo Fisheries Inc. to begin operating the first lobster processing facility in Atlantic Canada wholly owned and operated by a First Nations group. Owned by 800-member Lennox Island Mi'kmaq First Nation, the facility is expected to create up to 80 jobs. "I believe that the deal we made is a testament to the soundness of our business plan," says Lennox Island Mi'kmaq Chief Darlene Bernard. "But it's also a reflection of the fact that BMO specializes in partnering with Aboriginal businesses. We are extremely pleased."

*“We’re Canada’s first bank, and have a long and proud history of serving the financial needs of multicultural communities. It’s about understanding that our business, above all, is about people.”*

**Srini Iyengar**, Director, Multicultural Markets, GTA Division, BMO Bank of Montreal

## Newcomers to Canada

- With the understanding that newcomers play an increasingly important role in shaping North American society – and represent a considerable opportunity for our company – BMO launched the Newcomers to Canada Program last spring. This multi-language program features our Welcome to Canada banking package, which provides information about a wide range of BMO financial products and services designed to meet the unique needs of newcomers to Canada.
- Through our community engagement we support newcomers to Canada. In May we were a presenting sponsor at the Mandarin Profile Awards in Toronto. *Mandarin Profile* is a popular national television program that showcases stories of newcomers from China, and the annual awards ceremony recognizes outstanding immigrant entrepreneurs.
- For the second year in a row, BMO partnered with leading Chinese business, professional and community associations and government agencies to host a symposium for Mandarin-speaking newcomers to Canada. Held at the BMO Institute for Learning in Toronto, the event attracted more than 250 attendees and provided valuable information and resources to help immigrants make a smoother transition to life in Canada. The symposium also provided an opportunity for participants to hear current economic forecasts from experts and build a network of contacts.
- BMO’s workforce mirrors Canadian diversity, and we strive to provide services in the language of our customers’ choice. At our main branch in Toronto, for example, at least 16 different languages are spoken.

- With branches in Beijing, Shanghai, Guangzhou and Hong Kong, BMO has been doing business with China since 1818. For more than 25 years, we’ve been providing advisory services for new immigrants.
- Technology makes it easy for newcomers to access our services. We provide a Chinese language option on our ABMs and at our customer contact centre, as well as a Chinese language website with both simplified and traditional Chinese character options. Our online banking site provides Korean and Punjabi glossaries.
- Our Newcomers to Canada web page lists banking services available to people contemplating immigration to Canada and residents who have recently arrived in our country.

## Small and Medium-Sized Business Customers

- BMO has long been committed to making debt financing available to our customers across Canada. In 2009, authorized business loans totalled \$109 billion.
- BMO is always open for Canadian businesses. In recognition of an impending economic recovery and the resilience and potential of the country’s small and medium-sized businesses, last October BMO stated its commitment to make available \$1 billion in net new dollars for lending.
- BMO worked collaboratively with two Crown corporations, Business Development Bank of Canada and Export Development Canada, to provide additional loans and other support to creditworthy businesses whose access to financing might otherwise have been restricted in 2009.



### Getting to Know You

BMO believes that better understanding leads to better service for our customers. That’s why, on Canada Day, we launched the My Canada Story Contest as part of our Newcomers to Canada Program. Customers were invited to share stories about their journey to Canada for a chance to win one of three \$1,000 cash prizes. Contest winner Faran Mirza, a native of Pakistan who is now studying sport business management at Algonquin College in Ottawa, wrote, “I look forward to raising my family in a country that is considered one of the safest in the world and one that offers equal opportunity for all its citizens.”

# \$1 billion

BMO pledged to make a minimum of \$1 billion in financing available to small and medium-sized businesses, recognizing the importance of this sector to the Canadian economy.

- A BMO survey revealed that the vast majority of small businesses in Canada have no health-related continuity plan in place. In response, BMO partnered with the International Centre for Infectious Diseases to deliver a series of seminars on H1N1 pandemic planning for small business across the country. We also offered a podcast on pandemic planning.
- BMO provides quick and easy advice to business customers through our BMO *Business Coach* podcast series and *Business Coach* brochures. More than 90 podcasts are available to customers, in English and French, on topics ranging from business writing to building media relationships.
- BMO podcasts have been downloaded over 100,000 times, ranking in the iTunes<sup>®</sup> Top 100 downloaded business podcasts.
- BMO offered bundled solutions to assist with efficient tax preparation. We offered our customers online business tax filing, provided discounts on software and helped them save time on payroll and tax reporting.
- During Small Business Week, BMO partnered with local business improvement associations and other business partners to bring information and resources to local small businesses.

We spent time with our customers, asked about their businesses and offered simple banking solutions tailored to meet their business banking needs.

- Last spring, at the start of the growing season, we officially introduced BMO Agri ReadilLine<sup>®</sup>, a convenient lending product designed for farmers. With only one loan approval, farmers can have access to funds for farm inputs, equipment purchases or other expenses. This mortgage-secured product makes financing easier to obtain and manage for new and current customers.
- We created banking packages for our small business customers designed to take the complexity out of choosing the right banking products. We did the same for professionals and large companies looking to maximize their efficiencies through electronic banking. Businesses that took advantage of these BMO Business Essentials packages received six months of free banking.
- Harris once again sponsored the annual City Treasurer's Small Business Expo in Chicago. The event recognizes the critical importance of small businesses to the local economy, promotes entrepreneurship in the Chicago area and provides a high-quality educational experience to participants.

### Helping Those Who Serve Our Communities

The BMO Community Account provides low-cost and free banking services to local not-for-profit associations and groups, increasing the funds available for good causes. Almost 60,000 not-for-profit organizations, including societies, lodges, church groups, Scouts and Guides, sports and business clubs and local chapters of national non-profit organizations, are taking advantage of the Community Account.



**One business banking solution does not fit all.**

**Introducing BMO Business Essentials.**

These flexible solutions give you everything you need for businesses just like yours.

- BMO Retail Essentials
- BMO Professional Essentials
- BMO e-smart Essentials

Ask a BMO Representative about the Essentials package that's right for your business. Take advantage of our limited-time offer and get 6 MONTHS FREE banking.

Visit [bmo.com/BusinessEssentials](http://bmo.com/BusinessEssentials)

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Making money make sense<sup>®</sup>

*"BMO was a great partner in our effort to encourage small and medium-sized businesses to plan for a pandemic. BMO helped raise awareness of the critical need to embrace emergency planning and reduce risk so that entrepreneurs and owners could keep their businesses going in an emergency."*

**Wendy Schettler**, Director, Public Health Programs, International Centre for Infectious Diseases

# Responsibility. Communities.

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In 2009, we continued to be one of Canada's largest corporate donors, contributing \$55 million to charitable and not-for-profit organizations in Canada and the United States.

While we offer support across a broad range of areas, we have increasingly focused our corporate giving on addressing poverty and financial literacy, firm in our belief that economic well-being is good for our customers, our communities, society at large – and our business.

## Community Development

- In 2009, BMO played a lead role in supporting the United Way of Toronto (UWT), which funds a network of 300 agencies and community groups that provide vital social services to hundreds of thousands of Torontonians, including single parents, abused women, young children and teenagers, the elderly, people with disabilities, the homeless and recent immigrants. BMO President and CEO Bill Downe served as Chairman of UWT's record 2009 fundraising campaign. He presented UWT with an additional \$1 million donation from BMO to support its Community Hub strategy (see sidebar), and asked all BMO employees in the greater Toronto area to consider the United Way when making their annual gift to the BMO Employee Charitable Foundation.
- BMO pledged \$350,000 to support YWCA Toronto's Elm Centre, a new affordable and supportive housing complex for women and their families in downtown Toronto. Half of the 300 units being built are intended to be



Bill Downe, President and CEO of BMO, and Frances Lankin, President and CEO of United Way Toronto, celebrate the 2009 campaign's record-high fundraising achievement of \$109 million as Eric Tripp, President, BMO Capital Markets (far right) and others look on. Downe was the Chair of the United Way Campaign for 2009.

offered to single women and families led by women, and 50 units will be available to support women from Aboriginal communities. In addition to accommodation, the facility will offer job training programs.

- In Vancouver, BMO is the lead corporate sponsor of the Union Gospel Mission (UGM) *Hope Begins Here* campaign, and made a contribution of \$150,000 in 2009. UGM is one of Vancouver's pre-eminent social service agencies, providing meals, shelter, education, counselling and housing to hundreds of people on a daily basis. Funds raised by the campaign will be used to develop new and renovated facilities, which will provide much-needed additional housing and classroom space for life skills and pre-apprenticeship training for people living in the city's Downtown Eastside neighbourhood.



## Investing in People

Noting that the recent recession has been particularly difficult for those already dealing with poverty, BMO President and CEO Bill Downe called on all Torontonians to help their neighbours in need. "It's time," said Downe, Chair of United Way Toronto's 2009 Campaign Cabinet, "to invest in people." BMO is doing exactly that. At the launch of United Way Toronto's fundraising campaign last September, BMO announced a \$1 million donation to support the agency's Community Hub strategy. This initiative involves the development of eight centres in priority neighbourhoods that are designed to bring people in these communities together, connect them to the services they need, foster the development of residents' organizations and grassroots groups and promote volunteer leadership.

*"United Way is one of the reasons this city is such a great place to live – and it is meaningful for us to have had the chance to play a part."*

**Bill Downe**, President and CEO, BMO Financial Group

- Urban Native Youth Association provides a broad range of programs and services, including education, counselling and recreation, to over 5,000 youths in the Vancouver area. In the past five years, BMO has contributed \$100,000 to this community development organization.
- BMO has made a five-year, \$50,000 commitment to the Moncton Headstart *Just a Chance to Dream* campaign. Founded in 1974, the New Brunswick organization's mission is to deliver support for at-risk individuals and help integrate disadvantaged families into the community by providing opportunities to learn skills and gain self-esteem.
- In Montreal, we have donated \$250,000 over five years to support The Lighthouse, an organization that works to provide a network of care for families of children with life-threatening illnesses.
- BMO has pledged \$250,000 to help the Fondation Père Sablon expand programming and upgrade camp facilities. The organization, founded in 1951, operates a recreation centre and two camps, and helps marginalized young people build self-esteem through participation in education and sports programs.
- BMO Capital Markets has been the GTA sponsor of the Canadian Cystic Fibrosis Foundation's (CCFF) Great Strides Walk for the past 3 years. Great Strides raises money for CCFF and is held at the Toronto Zoo. BMO Capital Markets also holds a client family event that includes a lunch and children's activities.
- In 2009, we expanded our long-standing partnership with the Calgary Stampede, a celebration of Canada's Western heritage.



Dave Sprague, Vice President, Alberta South District, pictured with Connor DeMaere and McKenna Clarke, winners of the 2009 BMO Junior Reporter Contest. The kids win the opportunity to report on all the exciting events and activities for BMO Kids' Day at the Calgary Stampede. The two winners (one boy and one girl) each receive a BMO RESP and report directly from BMO Kids' Day.

BMO is now the naming sponsor of the convention facility in Stampede Park. BMO Centre, which will host 700,000 visitors at some 600 events annually, will help deepen our relationship with our customers and community in Calgary.

BMO is also the title sponsor of the Stampede's Farm Family Awards, which honour the contributions of those working in the agriculture industry, and BMO Kids' Day, which features a free pancake breakfast and plenty of fun family entertainment.

## Health Care

- In Toronto, BMO is contributing \$2 million over five years to establish the BMO Vulnerable Populations Unit at St. Michael's Hospital's Centre for Research on Inner City Health. The facility, which will be run by the hospital's top researchers, will address the needs of under-served members of our society, including mothers and children, recent immigrants and the homeless.

*“Giving back is important to us – it’s part of the culture here. We’ve been supportive of, and partnered with, the communities where we do business since our founding in 1817.”*

**Nada Ristich**, Senior Manager, Corporate Donations, BMO Financial Group

 **PROGRESS REPORT**

PRIORITIES	2009 PROGRESS
Be one of Canada’s leading corporate donors, helping our regions, cities, towns and communities thrive by continuing to support charities and not-for-profit organizations across Canada and the United States.	<ul style="list-style-type: none"> <li>• Our contribution in donations and sponsorships to support communities and charities was \$55 million.</li> <li>• BMO played a lead role in supporting the United Way of Toronto, providing an additional \$1 million donation to support its Community Hub strategy.</li> </ul>
Continue to contribute across a broad range of areas.	<ul style="list-style-type: none"> <li>• We provided support in areas that include community development, health care, education, arts and culture, and sports and athletics.</li> <li>• We invested in people by increasing our focus on addressing poverty and financial literacy.</li> </ul>

- BMO made a \$100,000 donation to Vancouver’s St. Paul’s Hospital and Providence Health Care’s B.C. Centre for Excellence in HIV/AIDS. Our donation will help fund the Centre’s STOP-HIV/AIDS program and enhance the availability of highly active antiretroviral therapy (HAART), which decreases the level of HIV in the blood and virtually eliminates progression from HIV infection to AIDS.
- BMO continued to support the fight against breast cancer with a pledge of \$500,000 to North York General Hospital in Toronto. The pledge will go towards purchasing leading-edge equipment to enable genetic disease management and targeted therapy of breast cancer for the BMO Financial Group Breast Diagnostic Centre, which was founded in 1997. Since opening, the Centre has provided more than 13,500 patients with fast-track diagnostic and clinical services.

- In 2009, BMO was the presenting sponsor of Fife House’s annual fundraising benefit. Fife House provides housing and support services for individuals and families living with HIV/AIDS.
- In Winnipeg, we donated \$50,000 to Klinik Community Health Centre. Klinik is operated by volunteers from local medical and social services organizations, and provides critical services, including the Manitoba Farm and Rural Stress Line and an outreach program for elderly people with mobility and mental health difficulties.
- BMO contributed \$50,000 to the Sherbourne Health Centre (SHC) in downtown Toronto. Serving some of the city’s most vulnerable people, SHC offers a 20-bed facility for homeless people needing recuperative care, as well as individual and group mental health counselling.

 **ENGAGING OUR STAKEHOLDERS**

**Reaching Out to Communities**

BMO continuously engages with national organizations and charities. BMO representatives responsible for corporate donations routinely reach out to community members and groups, ensuring that we have the opportunity to be involved in, and assist with, the grassroots events and organizations that make a difference in the communities where we do business. Many BMO employees are also active participants in their communities.

**Breaking the Cycle**

BMO sponsored the 2009 Montreal Millennium Summit. Dedicated to breaking the cycle of poverty around the world, the annual international conference brings together leaders from government, civil society and academia. It aims to create a forum for exchange, discussion and decision-making, spotlight the work of organizations and individuals who strive to improve children’s quality of life around the world, and establish a worldwide network of exchange and cooperation.

 [www.bmo.com/corporateresponsibility](http://www.bmo.com/corporateresponsibility)

## Education

- BMO believes that investing in higher education leads to a healthier and more resilient society. In 2009, we committed \$1 million to support the recruitment and retention of outstanding graduate students at the University of Alberta's Faculty of Graduate Studies and Research. The BMO Financial Group Graduate Scholarship is an endowment to be established over a 10-year period. The scholarship will be awarded annually to a student registered in, or admitted to, a full-time Ph.D. or thesis-based master's program at the University of Alberta.
- BMO Capital Markets raised \$1.5 million through its *Equity Through Education*<sup>®</sup> trading day. Since 2005, *Equity Through Education* has raised \$8.1 million to help a number of North American charities improve access to education and training for more than 2,000 people.

In 2009, we extended the *Equity Through Education* scholarship program to include paid summer internships at BMO. These internships provide students with the chance to learn new skills and potentially become employees, enhancing their futures, and the future of our organization.

- For many years, Harris has been a partner in the Working in the Schools program, a tutoring and mentoring program that supports the education and development of children in Chicago's public school system.
- BMO has committed \$500,000 to establish BMO Financial Group Future Green Leaders' Fund at Trent University in Peterborough, Ontario. The support will help attract new student researchers to the university's environmental programs and also help prepare new leaders for jobs in the emerging green economy.

## Supporting Advanced Learning

Vladimir Surkov, a Ph.D. student at the University of Toronto, became the inaugural recipient of the newly created BMO Capital Markets Advanced Research Scholarship. The annual \$20,000 scholarship demonstrates BMO's commitment to education and recognition of the importance of fostering advanced research at Canadian universities.

# \$55 million

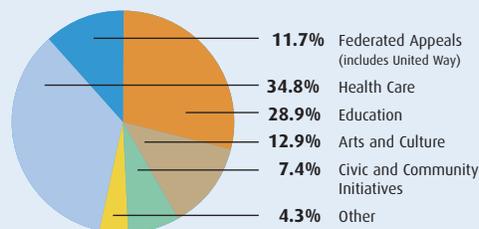
BMO contributed \$55 million in donations, sponsorships and events to support communities and charitable and not-for-profit organizations across Canada and the United States in 2009.

## Our Donations Framework

Our corporate donations objectives in Canada are outlined in our donations guidelines, which provide a framework for supporting communities through programs and organizations that promote personal growth and achievement. In the United States, at Harris, each geographic area the bank serves has dedicated Community Affairs staff that coordinates corporate giving with local community organizations.

Our Corporate Donations Committee (CDC) is made up of senior executives and provides direction and governance for our philanthropic activities in Canada. On a quarterly basis, the CDC reviews requests for funding, and monitors progress and compliance with our guidelines.

In 2009, BMO donated \$22.1 million to thousands of charities and not-for-profit organizations across Canada. As well as contributions to national federated appeals, including the United Way and Centraide, our donations were focused in four areas: community development, health care, education and arts and culture.



## Arts and Culture

- BMO 1<sup>st</sup> Art! Invitational Student Art Competition is a celebration of the creative excellence of art students at post-secondary institutions across Canada. The national winner and 12 regional winners exemplify the diverse influences and artistic visions of this country, with each piece reflecting both the artist's personal vision and their community. The photograph by this year's BMO 1<sup>st</sup> Art! national winner Alex Kisilevich, a graduate of the Ontario College of Art & Design, is now included in BMO's corporate art collection.
- Harris entered into a multi-year sponsorship agreement with the Marcus Center for the Performing Arts in Milwaukee. Owned by Milwaukee County and located in the heart of the downtown area, the Center is the premier entertainment destination for Milwaukee and Wisconsin. It's also a community facility that

offers live performances of opera, ballet, children's theatre and music.

- BMO is a long-time supporter of Ravinia music festival in Highland Park, Illinois. In 2009, we provided \$125,000 in sponsorships to support Ravinia's Music Discovery Program, which serves hundreds of K-3rd grade classrooms in Chicago Public Schools and provides resident teaching artists, unique music education programs and training for teachers. In addition, we provide funding for their annual gala fundraising event.
- Harris sponsored the official opening of the Institute of Puerto Rican Arts & Culture (IPRAC) in Chicago. IPRAC is the only cultural institution in the United States devoted to celebrating Puerto Rican arts and presenting historical exhibitions year-round. IPRAC will also offer arts education workshops to help preserve and express the richness and vibrancy of Puerto Rican culture, and explore its role in the history of the United States.



Siminovitch prize recipients celebrate their awards. From left: Maureen LaBonté, Siminovitch Jury Chair; Ronnie Burkett, 2009 Siminovitch Award Winner; Dr. Lou Siminovitch, Founder; Clea Minaker, Siminovitch Protégé Award Recipient; and Eric Tripp, President, BMO Capital Markets.

### Boo-ling for Kids

BMO employees, families and friends raised \$601,000 through the BMO Boo-la-thon in support of Kids Help Phone<sup>®</sup>, an annual national bowling fundraiser. Kids Help Phone is Canada's only toll-free, 24-hour, bilingual and anonymous phone counselling, referral and Internet service for children and youth. BMO is the official sponsor of this Halloween-themed bowling fundraiser, which took place in over 45 communities across the country.

### Recognized for Community Service

In Newfoundland, the St. John's Board of Trade honoured BMO with an award for our contribution to the community and community service. In 2009, we donated \$550,000 to local charities and community organizations. Our employees contributed an additional \$56,000.



Accomplished Newfoundland artist David Blackwood's "Home from Bragg Island" hangs in The Rooms, Newfoundland and Labrador's largest public cultural space. BMO donated the painting to The Rooms to commemorate the 60<sup>th</sup> anniversary of the province joining confederation.

## Sports and Athletics

- BMO continues to support Skate Canada's CanSkate<sup>®</sup> program. Offered at some 1,450 clubs across Canada, courses range from recreational skating to skills training for entering the competitive stream. BMO is also the title sponsor of the BMO Canadian Figure Skating Championships and a sponsor of the Canadian national figure skating team.
- Like so many of our customers and people around the world, we are fans of soccer, the beautiful game. From grassroots house league teams to Canada's national teams, BMO supports soccer at all levels. We sponsor more than 450 boys' and girls' teams, and are the title sponsor of elite youth players at the BMO National Championships. We support professional teams – Toronto FC and Vancouver Whitecaps FC – as well as the Canadian national men's and women's soccer teams.

BMO is also the naming sponsor of BMO Field<sup>®</sup> in Toronto. In 2009, we introduced BMOsoccer.com, a website that offers fans online games, soccer skills instruction from Toronto FC and Canadian national team coaches and information about upcoming soccer festivals and events across Canada.

- BMO is the title sponsor of the BMO Vancouver Marathon. Last spring, under bright, sunny skies, 12,905 runners, walkers, wheelchair athletes and schoolchildren from 36 countries participated in the event's marathon, half-marathon and eight kilometre races.



BMO invited the Oakville Soccer Clubs' girls to a Canadian National Women's Soccer Team practice, held before a game against the USA. BMO sponsors the Oakville Soccer Club and the Canadian Men's & Women's National teams.



BMO is the title sponsor of the BMO Vancouver Marathon.

## Financial Literacy – Promoting Financial Health

- The Harris Financial Education Program aims to help teach schoolchildren the fundamentals of money management. It focuses on two educational initiatives: the U.S. Treasury Department’s Save for America school savings program, and Harris’ My Money Investment Kit. In the Save for America School Savings Program, students learn to develop good savings habits while gaining an understanding of account statements and banking services. Meanwhile, Harris has launched a pilot program for the My Money Investment Kit, which uses an engaging, highly entertaining game to teach students the basic principles of investing.
- Harris sponsored more than 60 financial workshops for adults as part of the Federal Reserve Bank of Chicago’s Money Smart Week. Held across the greater Chicago area, the free workshops covered topics such as banking basics, making sense of today’s financial markets, first-time home ownership and investing for the future.

 [www.bmo.com/corporateresponsibility](http://www.bmo.com/corporateresponsibility)

*“BMO truly understands the nature of corporate responsibility. Not only is BMO helping to meet the most urgent needs in our community, but also it is committed to addressing – and solving – the root causes of social challenges.”*

**Frances Lankin**, President and CEO, United Way Toronto

### FINANCIAL LITERACY

#### Sustainable Livelihoods

The Canadian Women’s Foundation (CWF) is dedicated to improving the lives of women and girls nationwide. BMO is a lead partner in CWF’s annual *Shelter from the Storm* campaign, which raises funds for violence prevention programs and women’s shelters across Canada. In 2009, we committed \$500,000 to become the national training partner for CWF’s new Canadian Centre for Women’s Economic Development. The virtual centre draws on CWF’s expertise in supporting and building the field of women’s economic development. Its goal is to help low-income women make the transition out of poverty and into sustainable livelihoods by strengthening their personal, social, financial and physical assets.

#### Top Corporate Citizen

United Way of Metropolitan Chicago recognized Harris and BMO Capital Markets as a top ten Corporate Citizen for their financial contribution to its 2008 campaign. Harris and BMO Capital Markets were also honoured with the social agency’s award for the company that best encourages employee volunteer efforts.

**50**  
CORPORATE KNIGHTS • 2009  
**BEST**  
CORPORATE CITIZENS

#### Leadership in Corporate Responsibility

BMO is listed on the Dow Jones Sustainability North America Index, the Jantzi Social Index and the FTSE4Good Series Index, indices that measure our sustainability performance. BMO is also included on the 2009 Jantzi/*Maclean’s* list of the 50 Most Socially Responsible Corporations in Canada and has appeared on *Corporate Knights* magazine’s Best 50 Corporate Citizens list every year since 2003.

# Responsibility. Employees.

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BMO is committed to being a responsible employer. We provide a workplace that embodies our corporate values and emphasizes the strategic development of our people. We welcome individuals from every community and provide opportunities for career and personal fulfilment. That's how we sustain our reputation as an employer of choice and enhance our ability to attract and retain the talented, engaged and diverse workforce we need to best serve our customers.

## People Development

- We undertook a significant renewal initiative at the BMO Financial Group Institute for Learning (IFL) in order to provide our people with the knowledge and tools they need to achieve our employee promise – turn your potential into performance. Our employee promise differentiates us in a competitive marketplace and aims to attract and retain customer-focused employees.
- To support our renewal strategy, the IFL launched a number of new learning initiatives. These include:
  - Enhanced orientation for new hires and senior leaders, programs that accelerate the acquisition of knowledge by our new employees, ensuring they are functioning effectively in their new roles. The programs also help our new leaders
- better understand BMO's strategies and business networks.
- A new Customer Conversations program, focused on deepening sales conversations with our customers. Over 3,500 branch leaders and financial services managers have successfully completed the program.
- To date, more than 200 senior leaders have completed the Advanced Leadership Program, developed in partnership with the Rotman School of Management at the University of Toronto. The program has played a part in addressing a number of business-critical strategic issues.
- We strengthened the emphasis on risk management practices and culture in our leadership curriculum to ensure our risk professionals and business leaders have the tools and risk awareness necessary to support effective decision-making.
- Two new learning series webcasts – Advanced Leadership and Making Money Make Sense™ – were introduced to extend key leadership concepts, contribute to a more open and performance-based culture and reinforce our focus on customers.
- We developed new curricula for key positions in Personal and Commercial Banking Canada in order to achieve consistency in job readiness and customer focus.

**\$500 million**

Over the past decade, BMO has invested more than \$500 million in training.

## ENGAGING OUR STAKEHOLDERS

### Working with Our People

At BMO, we provide our employees with opportunities to share their ideas and opinions and provide feedback about workplace issues. Our Annual Employee Survey (AES) is an important tool that enables us to measure engagement. Our leaders are responsible for sharing survey results with employees and working with them to develop, implement, monitor and adjust action plans in response to the AES results.

### Raising Awareness

Epilepsy Toronto and University Health Network presented BMO with a Helping Out People with Epilepsy (H.O.P.E.) Award for raising awareness in the workplace about epilepsy.



### BMO Named a Top Employer

BMO Financial Group was named as one of Canada's Top 100 Employers for 2010 by Mediacorp Canada Inc. The annual competition recognizes employers that are industry leaders in attracting and retaining employees. Mediacorp also named BMO as one of Greater Toronto's Top Employers for the fifth consecutive year.

## Leadership

- Great leadership at BMO is essential to achieving our vision and performance objectives, and to creating a healthy environment for our employees. In 2009, we placed an even greater focus on the quality and strength of our leadership.
- In 2009, we focused on strengthening the way we assess talent and reinforced the links between performance and potential. This has resulted in deeper, more candid conversations about performance and a stronger link between an individual's track record of performance and future potential.
- We have brought greater rigour to making appointments. Every change is seen as an opportunity to simplify our organization, broaden our mandates and upgrade our talent. We are also making decisive choices on hiring, and on placing and promoting our best people, who have the experience and capability to innovate and increase the pace of change across the enterprise.
- To further enhance talent assessments and staffing decisions, we continue to engage leaders through leadership round tables, the Advanced Leadership Program and other learning initiatives.
- We are accelerating the development of our leaders through cross-business/cross-border transfers that increase their exposure to our businesses, and we are creating action-based development experiences such as job rotations.

*“Working with us means being part of a team of talented, passionate individuals with a shared focus on delivering great customer experiences. We stand behind our employees with the support they need to turn their potential into performance.”*

**Rose Patten**, Senior Executive Vice-President, Head of Human Resources and Senior Leadership Advisor, BMO Financial Group

### PROGRESS REPORT

PRIORITIES	2009 PROGRESS
Provide our employees with the skills and training they need to best serve our customers and achieve their personal career goals.	<ul style="list-style-type: none"> <li>• Undertook a significant renewal initiative at the BMO Financial Group Institute for Learning to enable our employees to achieve high performance and best serve our customers.</li> <li>• Introduced a number of new learning initiatives, as well as new curricula for key positions in Personal and Commercial Banking Canada.</li> </ul>
Strengthen the assessment framework to improve the quality of our judgements and selection of best talent.	<ul style="list-style-type: none"> <li>• Staffing decisions are more deliberate, with greater focus on proven track record as well as potential.</li> </ul>
Actively partner with community and government agencies to recruit talented people from the communities where we live, work and do business, including groups that are under-represented in our workforce.	<ul style="list-style-type: none"> <li>• Partnered with various organizations to help recruit and train talented individuals from under-represented groups, including people with disabilities, Aboriginal Canadians and new Canadians.</li> <li>• Continued to be the premier sponsor of the Canada's Best Diversity Employers annual awards.</li> </ul>
Support each other in effectively balancing work and life commitments.	<ul style="list-style-type: none"> <li>• Launched a back-up child care program in major urban centres in Canada, as well as New York and Chicago.</li> </ul>
Support our employees who are active volunteers in our communities.	<ul style="list-style-type: none"> <li>• Continued to encourage and support employees who are active volunteers in our communities.</li> <li>• Augmented the contributions of our employees through our Matching Gift Program for Higher Education and Volunteer Grants Program.</li> </ul>



*“Defining great customer experience means we’re making every staffing decision matter, building a workforce that’s high-performing and diverse.”*

**April Taggart**, Senior Vice-President, Talent Management and Diversity, BMO Financial Group

## A Diverse Workforce

- BMO’s President and CEO Bill Downe reaffirmed our commitment to diversity, equity and inclusion at our most recent annual general meeting.
- Senior executives at BMO Financial Group are members of the CEO’s Council on the Equitable Workplace. The Council reviews our progress towards achieving our diversity, equity and inclusion objectives, which are aligned with our business strategies. The Council is supported by Diversity Councils (within business groups), Affinity Groups (cross-company groups that focus on a particular community) and an Aboriginal Networking Forum.
- BMO is the premier sponsor of the Canada’s Best Diversity Employers annual awards. This competition recognizes organizations across the country that have developed exemplary diversity and inclusiveness initiatives, with the goal of encouraging other organizations to follow their lead. As a partner in the competition, BMO is not eligible for selection.

*“BMO is an outstanding company with an excellent reputation both nationally and locally, and has consistently shown that it is committed to eliminating barriers so that people with disabilities can focus on their abilities and fulfil their true potential.”*

**Sharon Myatt**, Employer Development Consultant, Job Opportunity Information Network, Toronto Region

## People with Disabilities

- BMO Financial Group received the Large Employer of the Year award from the Job Opportunity Information Network (JOIN) Toronto Region. The award recognizes BMO’s partnership with Jewish Vocational Services (JVS) and JOIN in providing a pre-employment training program for people with disabilities who have little or no work experience. Launched in 2007, the six-week program focuses on providing initial work experience so participants can apply for entry-level roles. To date, 67 individuals have gained new skills and experience that facilitated their successful transition into employment with BMO (see sidebar).
- We partner with Lime Connect Canada in the BMO Financial Group/Lime Scholarship and Internship Program. This unique initiative attracts talented post-secondary students with disabilities. Successful applicants receive a scholarship and can then compete for a paid summer internship that leads to a permanent role with BMO as a Financial Services Manager.

## Focus on Ability

Last winter, Mississauga resident William Moraes saw an ad for the pre-employment program at BMO and decided opportunity was knocking. “I applied immediately and was accepted for training,” recalls the father of two. “Six weeks later, I started a job at BMO as a documentation processing officer.” Moraes, who has a hearing loss and is accommodated with specialized technology at work, says the experience provided him with self-confidence. “BMO has a culture of accepting people the way they are,” he says. “The folks at BMO understood that although I have difficulty hearing, I have other abilities. Particularly, I have good eyesight and a talent for detail. BMO has shown me that I can make a positive contribution.”



**Best Employers  
for New Canadians**

**2009**

SPONSORED BY: THE MAYTREE & McCONNELL FOUNDATIONS

## One of the Best Employers for New Canadians

Mediacorp Canada Inc. named BMO as one of the Best Employers for New Canadians in 2009. We were recognized for a number of initiatives, including one that helps new employees gain formal recognition for foreign credentials.

## Perfect Score

Harris achieved a perfect rating in the 2010 edition of the Corporate Equality Index, the Human Rights Campaign Foundation’s annual measure of how equitably U.S.-based businesses treat their lesbian, gay, bisexual and transgender employees.

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## Aboriginal Recruitment

- BMO is the only financial institution working with the University of Calgary on the Aboriginal Lynx program, which connects 10 universities and colleges across Western Canada through online and in-person networking opportunities. Aboriginal students can participate in the program throughout their academic careers to ensure a smooth transition from university to employment.
- Our Ron Jamieson Scholarship and Internship Program provides paid summer internship roles that enable candidates to gain valuable front-line experience and prepare themselves to compete for future employment at BMO.

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## New Canadians

- To help new Canadians break down barriers to employment, BMO maintains a number of partnerships with key community agencies. These include Accessible Community Counselling and Employment Service for New Canadians, Skills International, the Canadian Immigration Integration Project and St. Stephen's Community House.
- BMO held open recruitment events and employer presentations, both in person and online, for newcomers from countries such as China.

- The BMO Careers website includes interview tips for newcomers to Canada who are preparing for job interviews.
- BMO became a corporate partner with The Mentoring Partnership in 2009. Operated by the Toronto Region Immigrant Employment Council, the program is designed to provide newly arrived professionals with access to mentors to share knowledge, experience and expertise. This initiative provides the opportunity for new immigrants to enhance their communication skills and develop cultural literacy.

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## Work and Life Effectiveness

- With demographics shifting and the advent of the multi-generational workforce, BMO is focused on accommodating the needs of employees at different life stages. Our LifeWorks program provides a suite of services to help employees with their health, family, money and work. It also includes the Employee Assistance Program, personal counselling, eldercare services and online tools.
- We encourage employee feedback to help ensure our LifeWorks program remains relevant. In response to recent feedback, we launched a back-up child care program in major urban centres in Canada, as well as New York and Chicago, in 2009. The service provides short-term child care if regular arrangements are temporarily not available, enabling employees to look after both their family needs and work commitments.



### Helping Make Life Better

For many BMO employees, helping make life better for those in need is a passion. Certainly that's the case for Jeff Moore, Private Wealth Consultant, BMO Harris Private Banking in Vancouver. Last January, Moore travelled to El Salvador with 12 fellow members of Firefighters Without Borders Canada to deliver two fire engines and much-needed equipment, along with one week of emergency response training for firefighters from across Central America. An astonishing 70% of El Salvador's entire inventory of life-saving personal protective equipment originated from this initiative. Since 1990, Moore has also organized more than 1,000 surgeries for children in need, and has donated medical supplies and equipment, as well as school supplies, to El Salvador. Moore, who serves as Honorary Consul General of El Salvador, recently received El Salvador's highest award for humanitarianism and philanthropy.

### We're Here to Help

In June, more than 1,600 individuals took to the streets in communities across the United States to participate in the third Harris and BMO Capital Markets® Annual Volunteer Day. During the event, employees, many of them sporting red T-shirts with the Harris slogan – We're Here to Help – engaged in tasks ranging from reading to children to restocking food larders.

## Our Employees, Our Communities

- Through BMO Employee Charitable Foundation, our employees and pensioned employees have raised more than \$68 million to support those in need over the past decade. In 2009 alone, \$8.7 million was raised. BMO covers administration costs of BMO Employee Charitable Foundation, ensuring that all money donated or raised makes its way to our communities.
- At this year's United Way of Metropolitan Chicago Community Celebration event, Harris and BMO Capital Markets received an award for Volunteerism, in recognition of the commitment our employees have shown to the community by volunteering with local non-profit organizations.

*"Caring is contagious. The Volunteer Day experience has encouraged many of our employees to go back and continue with the work they began. For many, Volunteer Day is just the beginning."*

**Ellen Costello**, President and Chief Executive Officer, Harris Financial Corp.

*"Once again, BMO Financial Group employees have demonstrated their giving spirit as they strive to improve people's lives."*

**Christina Politis**, Campaign Director, United Way Toronto

## Volunteer Grants and Matching Gifts

- BMO provides matching funding for eligible donations made by employees, pensioners and directors through our Matching Gift Program for Higher Education. We contributed \$157,000 through our Matching Gift Program last year.
- We also support the volunteer efforts of our employees through our Volunteer Grants Program, which provides funds to organizations supported by permanent and pensioned BMO employees. In 2009, BMO contributed \$450,000 to charities and non-profit organizations supported by our people.

## FINANCIAL LITERACY

### The Financial Tools to Move Forward

"If you don't have the financial tools to move forward, you can't," says Loretta Minor, Vice-President, CRA District Relationship Manager at Harris. This simple truth lies behind her decision to volunteer with Northwest Indiana Reinvestment Alliance (NWIRA), a non-profit organization that helps people from diverse backgrounds gain access to housing counselling and borrowing opportunities. Minor regularly puts her banking expertise to use by participating in NWIRA financial literacy workshops, held in communities throughout Northwestern Indiana and the southern suburbs of Chicago. Minor addresses participants on subjects ranging from basic banking and creating a budget to home ownership and foreclosure prevention. "Particularly in today's economy, there is an overwhelming need for this kind of service," she says. "I feel very fortunate to be able to help people from all walks of life attain the knowledge and skills they need to get back on their feet."



### BMO Employee Charitable Foundation

Our Wabush branch in Labrador raised \$5,200 through BMO Employee Charitable Foundation for the Canadian Cancer Society (CCS) in 2009. The branch hosted several fundraisers for CCS, including a Curling Funspiel that raised \$4,000 for Daffodil Place and a barbecue held outside the branch that raised \$1,000. BMO debit card holders were also sold at the barbecue, raising an additional \$200. Pictured here is the Wabush branch team at the CCS Relay for Life in their BMO Team Spirit ponchos.

# Responsibility. Environment.

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BMO aims to be a leader in promoting environmental sustainability. Simply put, we believe that the sustainability of our shared environment is inextricably tied to the long-term sustainability of our business and our world.

## Clear Blue Skies™

- Across our enterprise and in partnership with stakeholders, including our customers, other businesses and national and international environmental organizations, we are working to protect – and improve – the quality of the air we breathe. We’ve named this effort the Clear Blue Skies Initiative (CBSI). As part of this effort, we are integrating environmental best practices into our daily operations.
- An important component of CBSI is the BMO ECO<sup>5</sup> Strategy, which establishes goals and action plans to reduce our impact on the environment. Our strategy is built around five main operational areas: energy reduction

and efficiency, sustainable transport, sustainable materials, waste management and sustainable procurement (details about our ECO<sup>5</sup> Strategy framework can be found on our website at [www.bmo.com/environment](http://www.bmo.com/environment)).

## Carbon Neutrality

- We continue our consumption reduction efforts in our retail branch network, office towers and critical facilities. Our focus on reducing emissions for the longer term is the most important aspect of our sustainability efforts and contributes to our carbon neutrality goal.
- We have significantly expanded our use of emissions-free power by purchasing electricity from Bullfrog Power for all of our 64 facilities in Nova Scotia, New Brunswick and Prince Edward Island. This is in addition to the 78 BMO locations in Ontario, Alberta and British Columbia which also use renewable electricity. BMO is now recognized on the



MAKING AN IMPACT

Photo: DTAH

### More Sustainable Cities

A lush green valley, adjacent to a major expressway and close to Toronto’s downtown core, seems a perfect setting for Evergreen Brick Works’ new Environmental Discovery Centre. BMO contributed \$500,000 to the non-profit foundation to build the new facility, Canada’s first large-scale environmental community centre that will engage people of all ages in exploring how to create more sustainable cities. The centre, scheduled to open in the fall of 2010, is expected to become an international centre for innovation in green design. It will feature a native plant nursery and garden centre, youth employment training programs for green jobs, children’s school programs and summer camps and hands-on geology and heritage exhibits. The centre will also enhance Evergreen’s ability to fulfil its mandate – to make our cities more liveable.

## Carbon Neutral in 2010.

We are firmly committed to managing and reducing our impact on the environment. A tangible example of this is our stated intent to be carbon neutral relative to energy consumption and transportation emissions across our enterprise, worldwide, in 2010.

*“BMO understands the importance of making our cities more liveable and setting an example for communities both across Canada and around the world. BMO’s contribution to Evergreen is an investment in support of this vision.”*

**Geoffrey Cape**, Executive Director, Evergreen



## PROGRESS REPORT

PRIORITIES	2009 PROGRESS
Reduce our operational impact.	<ul style="list-style-type: none"> <li>Invested in the Greening Canada Fund, providing direct access to credits that offset greenhouse gas emissions.</li> <li>An additional 64 facilities located in Nova Scotia, New Brunswick and Prince Edward Island are now powered by renewable electricity from Bullfrog Power.</li> <li>Offered a paperless option to our Everyday Banking customers in Canada.</li> <li>Introduced a paperless pay statement option for employees in Canada and the United States.</li> <li>Global Treasury Management in the United States offers new eco-friendly service alternatives through its Safer, Easier, Greener program.</li> </ul>
Maintain responsible lending practices.	<ul style="list-style-type: none"> <li>Developed a comprehensive learning strategy to ensure our business leaders and risk professionals have the tools and risk awareness necessary to support effective decision-making.</li> </ul>
Work with stakeholders to deepen our understanding of current environmental issues.	<ul style="list-style-type: none"> <li>Our relationships with individual stakeholders and stakeholder groups matured. We are active members of industry associations, attend learning events and webinars, and participate in multi-stakeholder roundtable discussions to further develop our position on sustainability issues such as carbon management and green buildings.</li> </ul>

bullfrogpowered™ Green Index, a ranking of companies that purchase green power, as a top-tier purchaser of more than 20,000 annual megawatt hours. In the United States, two Harris branches, one in Illinois and one in Indiana, are powered from renewable sources of electricity.

## Environmental Management System

- We achieved certification under the internationally recognized standard ISO 14001 Environmental Management System for the implementation of a rigorous environmental management system at our leased office tower located at 55 Bloor Street West in downtown Toronto. BMO is the first financial institution in Canada to meet the internationally recognized standard. We are currently working toward similar accreditation at the BMO Institute for Learning in Toronto.

# \$10 million

With an initial investment of \$10 million, BMO became one of the founding investors in the Greening Canada Fund, the first voluntary carbon emissions reduction fund exclusively aimed at Canadian corporations. The fund will provide direct access to greenhouse gas emission offset credits and help us invest in Canada-based emission reduction projects.

*“BMO’s leadership on the Greening Canada Fund and our other environmental initiatives is helping Canadians to live and work more sustainably. We appreciate and admire BMO’s willingness to put its financial and intellectual capital into innovative projects like Greening Greater Toronto and DiverseCity: The Greater Toronto Leadership Project that will serve as models for programs in other Canadian communities.”* **Julia Deans**, CEO, Toronto City Summit Alliance



This Calgary branch purchases electricity from Bullfrog Power and is registered for certification under the Canada Green Building Council's Leadership in Energy and Environmental Design (LEED) program.

*"I was delighted to hear that BMO will access all its energy [in Nova Scotia] via Bullfrog 100% renewable energy sources. This demonstrates superb leadership from the corporate sector as well as care for the earth and makes me feel a whole lot better about being a BMO client. Thank you!"*

**Rev. David Hart**, Lead Minister, Bedford United Church, Bedford, Nova Scotia

### Environmental Sustainability Framework

BMO's Environmental Sustainability Office reports directly to our Senior Vice-President, Corporate Real Estate and Strategic Sourcing. Its mandate is to assess the impact our operations have on the environment, and to design, implement and maintain a sustainable enterprise-wide Environmental Management System that reduces our environmental footprint.

## Energy Reduction and Efficiency

- We completed energy audits for 5% of our retail branch facilities across Canada, identifying those facilities with the greatest environmental impact based on energy intensity per square foot measurements. Remediation efforts have been initiated.
- Continued our program to upgrade existing mechanical systems and workplace lighting at our office towers and other key facilities to ensure greatest efficiency. Actions taken as a result of these initiatives have contributed to our stated goal of achieving 5% absolute emissions reductions.

## Sustainable Transport

- We continued to encourage the use of teleconferencing and videoconferencing technology to reduce the need for travel. In 2009, emissions generated by BMO employees' travel decreased by 25% from 2008.
- We continue to improve the fuel efficiency of our service vehicles. Currently, 27% of the vehicles in our fleet are hybrid vehicles.

## 85 BMO Employees

85 BMO employees joined our new Environmental Ambassador program last year. These green-change champions will help us roll out our environmental programs enterprise-wide.

## Sustainable Materials

- Our customers have told us that when it comes to the environment, they expect us to lead by example. We listened. Last year, we began offering our personal banking customers the option to forgo their paper Everyday Banking statements and view their accounts online instead.
- Two of our business units, Global Treasury Management and BMO InvestorLine®, raised \$60,000 for Evergreen, a not-for-profit organization that aims to make cities more liveable. The business units made a donation each time a client switched to electronic statements. The funds collected will support Evergreen's Learning Grounds program, as well as its schoolground greening projects across Canada.
- We introduced a paperless pay statement option for our employees. To date, 15,207 people have signed up for the paperless option.
- In the United States, BMO Capital Markets and Harris N.A. are members of PayItGreen, a coalition whose members are committed to reducing paper in the financial industry. The bank encourages clients – companies and

retail consumers – to take advantage of green options such as electronic payments and bills as well as online statements.

- We significantly reduced the number of printed copies of our 2008 Corporate Responsibility Report and Public Accountability Statement.

## Waste Management

- In 2009, we initiated a program to measure the amount of waste produced across our organization. We have focused on our major operations, including office towers and key facilities. Our next steps are to analyze this data, and to promote awareness to reduce waste and encourage recycling practices.
- BMO works with Iron Mountain®, a leading records and information management service provider, to provide secure shredding for all BMO branches and facilities across Canada and the United States. Last year, 5,113 tonnes of paper across Canada and the United States were shredded and recycled, the equivalent of more than 95,800 trees.
- BMO's Technology Disposal Program is designed to safeguard the privacy and confidentiality of our customers and employees

*"In 2009, BMO scored among the top 10% of responding companies in the Global 500 Carbon Disclosure Leadership Index, the only Canadian organization to make this global list. This recognition demonstrates that leading-edge firms can succeed in managing their greenhouse gas emissions, even in difficult economic times."*

**Graham Campbell**, Associate Director, Energy, Environment and Transportation, The Conference Board of Canada

# 2.2 tonnes

In the seven months following the introduction of our paperless statement option to customers and employees, we reduced our paper consumption by 2.2 tonnes.

### Environmental Leadership Award

The Carbon Disclosure Project (CDP) ranked BMO as the second-highest bank and tenth-highest company in the world, and the only Canadian bank, in its Global 500 Carbon Disclosure Leadership Index for 2009. This is the second consecutive year that BMO – a long-time signatory to the CDP – has been included in this prestigious list. CDP's Canadian partner, The Conference Board of Canada, also recognized BMO as a 2009 Canada 200 Climate Disclosure Leader.



### Turn Off the Lights

For the second year in a row, BMO turned off exterior signage and kept internal lighting to a minimum for 60 minutes as part of Earth Hour in March. Earth Hour is now celebrated in over 4,000 cities around the world. For BMO, our involvement is a visible symbol of our commitment to promoting conservation.

while minimizing the environmental impact of equipment disposal. When possible, we donate equipment, including computers, fax machines and cell phones, to charitable organizations. Non-usable equipment is disposed of using environmentally friendly methods. In 2009, 93 tonnes of technology equipment were donated or disposed of in an environmentally friendly fashion.

## Sustainable Procurement

- We are committed to purchasing products and services from socially and environmentally responsible suppliers. All potential suppliers undergo an evaluation and must

complete our Sustainable Procurement Questionnaire, which plays a significant role in our decision-making process. The questionnaire can be downloaded from our website at [www.bmo.com/environment](http://www.bmo.com/environment).

## Environmental Risk

- Environmental risks are considered within the context of BMO's enterprise-wide risk management framework. In addition to our standard environmental due diligence, we apply *The Equator Principles* – a voluntary framework for addressing social and environmental risks in project finance – to all our project finance transactions.

*“We have a number of initiatives in place to achieve absolute reductions in our carbon emissions, and have continued to purchase renewable energy for use in our facilities. Our investment in the Greening Canada Fund, to secure carbon offsets from Canadian-based projects in the private, public and not-for-profit sectors in support of green initiatives in communities across the country, will also contribute to our carbon neutrality goal.”*

**Jim Johnston**, Director, Environmental Sustainability, BMO Financial Group

# 25%

In 2009, the amount of greenhouse gas emissions generated by BMO employees' travel fell by 25%. Emissions decreased to 7,402 tonnes, down from 9,845 tonnes the previous year.

## ENGAGING OUR STAKEHOLDERS

### Partnering for the Environment

One of the most effective ways to serve as stewards of the environment is to work in partnership with our various stakeholders, especially our employees. On Earth Day, we launched an internal environmental sustainability website for our employees. As well as providing a forum for discussion, the site helps us communicate internally about our programs and engages employees in our environmental initiatives.

### Best Environmentally Conscious Workplace

BMO was named Best Workplace for the Environmentally Conscious by *Alberta Venture* magazine. The award recognizes our dedication to environmental stewardship and our understanding that our employees are valued partners on our sustainability journey.

[www.bmo.com/corporateresponsibility](http://www.bmo.com/corporateresponsibility)

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BMO Financial Group's 2009 Corporate Responsibility Report and Public Accountability Statement provides a full reporting of Bank of Montreal's contributions and the contributions of the bank's affiliates with operations in Canada to the Canadian economy and society, thus satisfying the requirements of the Canadian federal government's Public Accountability Statement regulations (section 459.3(1) of the Bank Act) for Bank of Montreal. The following appendix lists the bank's affiliates and provides organization-wide information related to number of employees, taxes paid, branches and automated banking machines opened, closed and relocated, and small business financing. Information provided pertains to our most recent fiscal year (November 1, 2008 to October 31, 2009).

## Affiliates

Bank of Montreal has included in this Public Accountability Statement the relevant activities of the following prescribed affiliates.

**BMO Capital Corporation, Toronto**

**BMO Harris Investment Management Inc., Toronto**

**BMO Investments Inc., Toronto**

**BMO InvestorLine Inc., Toronto**

**BMO Life Assurance Company, Toronto**

**BMO Life Insurance Company, Toronto**

**BMO Mortgage Corp., Vancouver**

**BMO Nesbitt Burns Inc., Toronto**

**BMO Nesbitt Burns Ltée, Montreal**

**BMO Private Equity (Canada) Inc., Toronto**

**BMO Trust Company, Toronto**

**Guardian Group of Funds Ltd., Toronto**

**Jones Heward Investment Counsel Inc., Toronto**

## Bank of Montreal Mortgage Corporation 2009 Public Accountability Statement\*

Due to the specific nature of its activities, Bank of Montreal Mortgage Corporation (BMMC) provides the following information in response to the requirements set out in section 444.2(1) of the *Trust and Loan Companies Act* and in the applicable regulations.

BMMC, a wholly owned, fully integrated subsidiary of Bank of Montreal, raises funds for mortgage financing by issuing deposit instruments (such as GICs) through Bank of Montreal's retail branch network and other proprietary channels, where Bank of Montreal acts for BMMC, as well as through third-party channels. BMMC does not operate branches or other facilities at which deposit accounts are opened through natural persons and with customers in person, or at which deposits are accepted or cash is distributed to customers.

BMMC employs 13 full-time and five part-time employees. These employees are based in Montreal.

The income and capital taxes paid in Canada by BMO Financial Group, of which BMMC is a member, are listed on page 33 of BMO Financial Group's 2009 Corporate Responsibility Report and Public Accountability Statement.

BMMC shares its community goals as described in BMO Financial Group's 2009 Corporate Responsibility Report and Public Accountability Statement. The community development activities of BMMC's employees are integrated with those of BMO Financial Group and its employees, as described in BMO Financial Group's 2009 Corporate Responsibility Report and Public Accountability Statement, and include, for example, participation in BMO Employee Charitable Foundation. BMO Financial Group's donations and sponsorships in Canada for the fiscal year ended October 31, 2009 totalled \$47.2 million, including \$22.1 million in charitable donations and \$25.1 million in community sponsorships.

As detailed in BMO Financial Group's 2009 Corporate Responsibility Report and Public Accountability Statement, debt financing for small business and programs for improving access to financial services are engaged in by Bank of Montreal for BMO Financial Group. BMMC has no other affiliates in respect of which this Public Accountability Statement is published.

\*As stipulated by the *Trust and Loan Companies Act*, Bank of Montreal Mortgage Corporation, wholly owned by Bank of Montreal, is required to publish a separate Public Accountability Statement.

## Employment

BMO remains one of Canada's largest employers, with more than 32,000 full-time and part-time employees across the country.

Province or Territory	BMO (excluding BMO Nesbitt Burns)			BMO NESBITT BURNS			BMO FINANCIAL GROUP*		
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total
Newfoundland and Labrador	212	70	282	22	1	23	234	71	305
Prince Edward Island	36	17	53	12	-	12	48	17	65
Nova Scotia	338	99	437	77	2	79	415	101	516
New Brunswick	201	76	277	42	-	42	243	76	319
Quebec	3,553	1,003	4,556	358	26	384	3,911	1,029	4,940
Ontario	15,765	1,654	17,419	1,966	87	2,053	17,731	1,741	19,472
Manitoba	342	70	412	71	8	79	413	78	491
Saskatchewan	349	118	467	60	2	62	409	120	529
Alberta	1,811	420	2,231	311	20	331	2,122	440	2,562
British Columbia	2,070	633	2,703	273	33	306	2,343	666	3,009
Nunavut	-	-	-	-	-	-	-	-	-
Northwest Territories	24	2	26	-	-	-	24	2	26
Yukon	13	5	18	-	-	-	13	5	18
<b>TOTAL</b>	<b>24,714</b>	<b>4,167</b>	<b>28,881</b>	<b>3,192</b>	<b>179</b>	<b>3,371</b>	<b>27,906</b>	<b>4,346</b>	<b>32,252</b>

\* Figures include all employees of BMO Financial Group with a Canadian tax location as at October 31, 2009, including active employees on paid or unpaid leave, and permanent, casual and contract employees.

## Taxes Paid or Payable in Canada (\$ millions)

	Income taxes	Capital taxes	Other taxes
<b>FEDERAL</b>	<b>664.4</b>	<b>-</b>	<b>162.4</b>
<b>PROVINCIAL AND TERRITORIAL</b>			
Newfoundland and Labrador	2.1	0.6	1.8
Prince Edward Island	0.5	0.4	-
Nova Scotia	3.9	0.7	1.7
New Brunswick	1.9	0.3	0.2
Quebec	49.2	14.2	23.8
Ontario	247.0	16.3	63.6
Manitoba	3.1	1.0	1.2
Saskatchewan	2.8	0.3	0.5
Alberta	22.4	-	3.3
British Columbia	26.1	1.9	3.9
Nunavut	-	-	-
Northwest Territories	0.2	-	-
Yukon	0.1	-	-
<b>Total Provincial and Territorial</b>	<b>359.3</b>	<b>35.7</b>	<b>100.0</b>
<b>Total</b>	<b>1,023.7</b>	<b>35.7</b>	<b>262.4</b>
<b>Income and Capital Taxes</b>	<b>1,059.4</b>		
<b>TOTAL TAXES</b>	<b>1,321.8</b>		

BMO Financial Group is a major Canadian taxpayer. In fiscal 2009, our overall tax contribution was \$1,322 million. This amount included \$1,024 million in income taxes and \$36 million in provincial capital taxes. As well, we paid \$262 million in other taxes, including \$108 million in GST and sales taxes, \$132 million in payroll taxes (employer portion), \$14 million in property taxes and \$8 million in business and other sundry taxes.

## Branches Opened and Closed in Fiscal 2009

At the end of 2009, our branch network consisted of 900 BMO Bank of Montreal branches.

### BMO Bank of Montreal Branches Opened during Fiscal 2009

Branch Name	Address	City/Province
Paradise	1319 Topsail Road	Paradise, NL
Rymal Road & Terryberry	2170 Rymal Road East	Hamilton, ON
Fanshawe Park & Hyde	1285 Fanshawe Park Road West	London, ON
East Liberty & Hanna	171 East Liberty Street	Toronto, ON
Lakewood	111 Slimmon Road	Saskatoon, SK
Airdrie	750 Main Street	Airdrie, AB
Castleridge Westwinds	3690 Westwinds Drive North East	Calgary, AB
97th Street & 160th Avenue	9625 – 160th Avenue	Edmonton, AB
The Meadows	2304 – 24th Street North West	Edmonton, AB
Summerside	912 – 91st Street	Edmonton, AB
Gateway Village Shopping Centre	2 Hebert Road	St. Albert, AB
Kingsway & Cecil	3263 Kingsway Avenue	Vancouver, BC

### BMO Bank of Montreal Branches Closed or Consolidated during Fiscal 2009

Branch Name	Address	City/Province
Beauval	Lavoie Street, P.O. Box 19	Beauval, SK
Ile-a-la-Crosse	P.O. Box 250	Ile-a-la-Crosse, SK

### BMO Bank of Montreal In-Store Counters Closed in Fiscal 2009

We closed 93 in-store counters in 2009, reflecting our customers' preference for a full-service bank offering professional advice and relationship management capabilities, combined with the convenience of online banking channels.

Counter Name	Address	City/Province
Mount Pearl	50 Old Placentia Road	Mount Pearl, NL
Howley Estates	10 Elizabeth Avenue	St. John's, NL
Ropewalk Lane	45 Ropewalk Lane	St. John's, NL
Kinlock Plaza	9 Kinlock Road	Stratford, PEI
Bedford Highway	961 Bedford Highway	Bedford, NS
Westphal Plaza	100 Main Street	Dartmouth, NS
Clayton Park	287 Lacewood Drive	Halifax, NS
Upper Tantallon	3650 Hammonds Plains Road	Upper Tantallon, NS
Dieppe Champlain Place	477 Paul Street	Dieppe, NB
Fairvale Plaza	140 Hampton Road	Rothsay, NB
MacAllister Place	519 Westmorland Road	Saint John, NB
Beauport	969 Rue Nordique	Beauport, QC
Boisbriand	25 Boulevard des Entreprises	Boisbriand, QC
Chateauguay	90 Boulevard D'Anjou	Chateauguay, QC
Dollard-des-Ormeaux	11800 Boulevard Salaberry	Dollard-des-Ormeaux, QC
Granby	585 Rue Saint Hubert	Granby, QC
Greenfield Park	300 Rue Auguste	Greenfield Park, QC
Marche Crevier	550 – 13 Hwy West Service Road	Laval, QC
Laval-des-Rapides	307 Boulevard Cartier Ouest	Laval-des-Rapides, QC
Lévis IGA Extra	53 Rue President Kennedy	Lévis, QC
Mascouche	65 Montée Masson	Mascouche, QC
St-Leonard	7150 Boulevard Langelier	Montreal, QC
Sept-Îles	1010 Boulevard Laure	Sept-Îles, QC
Rock Forest	3950 Rue King Ouest	Sherbrooke, QC
Saint-Georges de Beauce	8980 Boulevard Lacroix	Saint-Georges de Beauce, QC
Bellefeuille	1085 Boulevard Roland-Godard	Saint-Jérôme, QC
Bur Oak & McCowan	10088 McLaughlan Road	Brampton, ON
Queen & Chinguacousy	8975 Chinguacousy Road	Brampton, ON
Trinity Commons	20 Great Lakes Drive	Brampton, ON
Woodview Place	3365 Fairview Street	Burlington, ON
10th & Thomas	5602 10th Line West	Mississauga, ON
Derry & 10th Line	3221 Derry Road West	Mississauga, ON

Counter Name	Address	City/Province
Roseborough Centre	1240 Eglinton Avenue West	Mississauga, ON
Bayview & Major MacKenzie	1070 Major MacKenzie Drive	Richmond Hill, ON
Markington Square	3221 Eglinton Avenue East	Scarborough, ON
West Arthur Street	115 West Arthur Street	Thunder Bay, ON
Market Square	80 Front Street	Toronto, ON
Northtown	5383 Yonge Street	Toronto, ON
Selkirk	318 Manitoba Avenue	Selkirk, MB
Jefferson & McPhillips	920 Jefferson Avenue	Winnipeg, MB
Kildonan Crossing	1615 Regent Avenue West	Winnipeg, MB
Lindenridge	1625 Kenaston Boulevard	Winnipeg, MB
Marion Street	285 Marion Street	Winnipeg, MB
Niakwa Village	2 Alpine Road	Winnipeg, MB
Pembina Village	2155 Pembina Highway	Winnipeg, MB
Polo Park	1485 Portage Avenue	Winnipeg, MB
Beacon	1818 Centre Street North East	Calgary, AB
Castleridge	55 Castleridge Boulevard	Calgary, AB
Downtown Safeway	813 – 11th Avenue South West	Calgary, AB
Garrison Woods	2425 – 34th Avenue South West	Calgary, AB
Hillhurst	410 – 10th Street North West	Calgary, AB
Montgomery	5048 – 16th Avenue North West	Calgary, AB
North Hill	1634 – 14th Avenue North West	Calgary, AB
Shawnessy	70 Shawville Boulevard South West	Calgary, AB
Westhills Town Centre	200 Stewart Green Drive South West	Calgary, AB
Cochrane	304 – 5th Avenue West	Cochrane, AB
Capilano	5004 – 98th Avenue	Edmonton, AB
Manning Crossing	500 Manning Crossing	Edmonton, AB
Northgate Centre	9499 – 137th Avenue	Edmonton, AB
Oliver Square	11410 – 104th Avenue	Edmonton, AB
Southgate	111th Street & 51st Avenue	Edmonton, AB
Leduc	6112 – 50th Street	Leduc, AB
Fairway Plaza	2750 Fairway Plaza	Lethbridge, AB
Medicine Hat	615 Division Avenue South	Medicine Hat, AB
Port O'Call Mall	4408 – 50th Avenue	Red Deer, AB
Sherwood Mall	2020 Sherwood Drive	Sherwood Park, AB
Kingsway & Tyne	3410 Kingsway	Burnaby, BC
Lougheed Mall	9855 Austin Road	Burnaby, BC
Chilliwack	45610 Luckakuck Way	Chilliwack, BC
Courtenay	1551 Cliffe Avenue	Courtenay, BC
Cranbrook	1200 Baker Street	Cranbrook, BC
Tsawwassen	1143 – 56th Street	Delta, BC
Fort St. John	9123 – 100th Street	Fort St. John, BC
Fortune Shopping Centre	750 Fortune Drive	Kamloops, BC
Sahali Centre Safeway	945 West Columbia Street	Kamloops, BC
Fraser Crossing	20871 Fraser Highway	Langley, BC
Maple Ridge	300 20201 Lougheed Highway	Maple Ridge, BC
Royal City Centre	610 – 6th Street	New Westminster, BC
Lynn Valley	1170 East 27th Street	North Vancouver, BC
Parkgate Village	1175 Mount Seymour Road	North Vancouver, BC
Penticton	1301 Main Street	Penticton, BC
Shaughnessy	2850 Shaughnessy Street	Port Coquitlam, BC
Powell River	7040 Barnett Street	Powell River, BC
Newton	7165 – 138th Street	Surrey, BC
Peninsula Village	15355 – 24th Avenue	Surrey, BC
Surrey Centre	10355 King George Highway	Surrey, BC
4th Street & Vine	2315 West 4th Avenue	Vancouver, BC
10th & Sasamat	4575 West 10th Avenue	Vancouver, BC
Broadway & Commercial	1780 East Broadway	Vancouver, BC
Davie Street	1641 Davie Street	Vancouver, BC
Vernon Square Mall	4300 – 32nd Street	Vernon, BC
Oak Bay Shopping Centre	1950 Foul Bay Road	Victoria, BC
Tillicum Shopping Centre	3170 Tillicum Road	Victoria, BC

## Automated Banking Machines Opened and Closed in Fiscal 2009

We adjust the BMO branch and ABM network on an ongoing basis to accommodate shifts in population, customer demand and market opportunities. At the end of 2009, BMO customers had access to 900 BMO Bank of Montreal branches as well as a network of 2,030 ABMs located across Canada.

### ABMs Opened during Fiscal 2009

Location	Address	City/Province
Botwood	52 Water Street	Botwood, NL
Paradise (3 ABMs)	1319 Topsail Road	Paradise, NL
Colemans Food Centre	58 Main Street	Stephenville Crossing, NL
CFB Gagetown	CFB Gagetown Building A42	Gagetown, NB
Quispamsis	2A Landing Court	Quispamsis, NB
Hôpital général Juif	3755 Cote Ste-Catherine	Montreal, QC
BFC Garrison Saint-Jean	25 Chemin de Grand Bernier	Richelain, QC
Saint-Nicolas (2 ABMs)	420 Route Du Pont	Saint-Nicolas, QC
CFB Borden	36 El Alamein Road East	Borden, ON
Bradford (3 ABMs)	476 Holland Street West	Bradford, ON
Bramalea City Centre	25 Peel Centre Drive	Bramalea, ON
Rymal & Terryberry (3 ABMs)	2170 Rymal Road East	Hamilton, ON
Fanshawe Park & Hyde (2 ABMs)	1285 Fanshawe Park Road West	London, ON
Dixie Value Mall	1250 South Service Road	Mississauga, ON
Oakville Main (2 ABMs)	239 Lakeshore Road East	Oakville, ON
Ohsweken	4th Line & Chiefswood Road	Ohsweken, ON
CFB Petawawa	27 Festubert Boulevard	Petawawa, ON
Lansdowne Place Mall	645 Lansdowne Street West	Peterborough, ON
Hwy 2 & Liverpool (3 ABMs)	1360 Kingston Road	Pickering, ON
Guildwood Village (2 ABMs)	99 Guildwood Parkway	Scarborough, ON
Kingston & Lawrence	4411 Kingston Road	Scarborough, ON
Harbour Crossing (2 ABMs)	859 Fort William Road	Thunder Bay, ON
East Liberty & Hanna (2 ABMs)	171 East Liberty Street	Toronto, ON
McPhillips & Machray (3 ABMs)	1083 McPhillips Street	Winnipeg, MB
Prince Albert Drivethru	3110 – 2nd Avenue West	Prince Albert, SK
Lakewood (2 ABMs)	111 Slimmon Road	Saskatoon, SK
Airdrie (3 ABMs)	750 Main Street	Airdrie, AB
Castleridge Westwinds (3 ABMs)	3690 Westwinds Drive North East	Calgary, AB
MacLeod Trail South West (3 ABMs)	9608 MacLeod Trail South West	Calgary, AB
Centre 50 (2 ABMs)	9821 – 50th Street	Edmonton, AB
Namoo (2 ABMs)	9625 – 160th Avenue	Edmonton, AB
Summerside (2 ABMs)	912 – 91st Street	Edmonton, AB
The Meadows (2 ABMs)	2304 – 24th Street NW	Edmonton, AB
Olds (2 ABMs)	6900 – 46th Street	Olds, AB
Gateway Village (2 ABMs)	2 Hebert Road	St. Albert, AB
Kingsway & Cecil (2 ABMs)	3263 Kingsway Avenue	Vancouver, BC
Vancouver Main Branch	595 Burrard Street	Vancouver, BC
Vernon (3 ABMs)	2806 – 32nd Street	Vernon, BC
Yellowknife (3 ABMs)	480 Range Lake Road	Yellowknife, NT

**TOTAL ABMS INSTALLED: 73**

### ABMs Closed during Fiscal 2009

Location	Address	City/Province
Stephenville Crossing	20 Main Street	Stephenville Crossing, NL
Place Le Jardin Mobile	835 Avenue Quatrieme	St-Romuald, QC
North Bradford Centre	305 Barrie Street	Bradford, ON
Mapleview Centre	900 Maple Avenue	Burlington, ON
Richmond Street	550 Richmond Street	Chatham, ON
Business Development Group	1115 Wilson Avenue	Downsview, ON
UWO Community Centre	1151 Richmond Street North	London, ON
Oakville Main Office	159 Lakeshore Road East	Oakville, ON
Lansdowne Place Mall	645 Lansdowne Street West	Peterborough, ON
Hwy 2 & Liverpool (3 ABMs)	1298 Kingston Road	Pickering, ON
Point Edward	515 Helena Street	Point Edward, ON

Location	Address	City/Province
Guildwood Village (2 ABMs)	71 Livingston Road	Scarborough, ON
Victoriaville Centre	101 South Syndicate Avenue	Thunder Bay, ON
Mountain & McPhillips (2 ABMs)	1010 McPhillips Street	Winnipeg, MB
Castleridge Centre	62 Castleridge Boulevard	Calgary, AB
South Centre (3 ABMs)	100 Anderson Road South East	Calgary, AB
118th Street & Jasper	11802 Jasper Avenue	Edmonton, AB
Gold Bar (2 ABMs)	5024 – 106th Avenue	Edmonton, AB
Kingsway Garden Mall (2 ABMs)	320 Kingsway Garden Mall North West	Edmonton, AB
Olds	5018 – 50th Avenue	Olds, AB
Safeway Foodstore	580 Clarke Road	Coquitlam, BC
Safeway Foodstore	1033 Austin Avenue	Coquitlam, BC
Safeway Foodstore	5275 – 48th Avenue	Delta, BC
Safeway Foodstore	1300 Lonsdale Avenue	North Vancouver, BC
Blundell Centre	8120 #2 Road	Richmond, BC
Safeway Foodstore	12825 – 16th Avenue	Surrey, BC
Safeway Foodstore	7450 – 120th Street	Surrey, BC
Vernon Main Office (2 ABMs)	3200 – 30th Avenue	Vernon, BC
Yellowknife (2 ABMs)	5014 – 49th Street	Yellowknife, NT

**TOTAL ABMS REMOVED: 39**

### In-Store ABMs Closed during Fiscal 2009

Location	Address	City/Province
Kinlock Plaza Sobeys	9 Kinlock Road	Stratford, PEI
Westphal Sobeys	100 Main Street	Dartmouth, NS
Fairvale Plaza Sobeys	140 142 Hampton Road	Rothsay, NB
Lévis IGA	53 Rue de President Kennedy	Lévis, QC
Mascouche IGA Store	65 Montée Masson	Mascouche, QC
Sept-Îles IGA Store	1010 Boulevard Laure	Sept-Îles, QC
Saint-Georges de Beauve IGA	8980 Boulevard Lacroix	Saint-Georges de Beauve, QC
Selkirk Safeway	318 Manitoba Avenue	Selkirk, MB
Castleridge Safeway (2 ABMs)	55 Castleridge Boulevard	Calgary, AB
Hillhurst Safeway	410 – 10th Street North West	Calgary, AB
Shawnessy Safeway	70 Shawville Boulevard South West	Calgary, AB
Westhills Safeway	200 Stewart Green Drive South West	Calgary, AB
Capilano Safeway	5004 – 98th Avenue	Edmonton, AB
Meadow Lark Safeway	8720 – 156th Street	Edmonton, AB
Southgate Safeway	111th Street & 51st Avenue	Edmonton, AB
Medicine Hat Safeway	615 Division Avenue South	Medicine Hat, AB
Okotoks Safeway	610 Big Rock Lane	Okotoks, AB
Sherwood Park Safeway	2020 Sherwood Park Drive	Sherwood Park, AB
Tsawwassen Safeway	1143 – 56th Street	Delta, BC
Fort St. John Safeway	9123 – 100th Street	Fort St. John, BC
Fortune Safeway	750 Fortune Drive	Kamloops, BC
Sahali Centre Safeway	945 West Columbia Street	Kamloops, BC
Royal City Centre Safeway	610 – 6th Street	New Westminster, BC
Lynn Valley Safeway	1170 East 27th Street	North Vancouver, BC
King George Hwy Safeway	10355 King George Highway	Surrey, BC
Newton Safeway Store	7165 – 138th Street	Surrey, BC
Peninsula Village Safeway	15355 – 24th Avenue	Surrey, BC
10th & Sasamat Safeway	4575 West 10th Avenue	Vancouver, BC
Davie Street Safeway	1641 Davie Street	Vancouver, BC
Kingsway & Tyne Safeway	3410 Kingsway Street	Vancouver, BC
Vernon Square Safeway	4300 – 32nd Street	Vernon, BC
Oak Bay Safeway	1950 Foul Bay Road	Victoria, BC

**TOTAL IN-STORE ABMS REMOVED: 33**

## Branches Relocated in Fiscal 2009

Branch Name	From:	To:
Le Carrefour Laval Shopping Centre	3035 Boulevard Le Carrefour, Laval, QC	3035 Boulevard Le Carrefour, Laval, QC
St-Romuald	835 Avenue Quatrieme, St-Romuald, QC	420 Route Du Pont, St-Nicolas, QC
North Bradford Centre	305 Barrie Street, Bradford, ON	476 Holland Street West, Bradford, ON
Oakville Main Office	159 Lakeshore Road East, Oakville, ON	239 Lakeshore Road East, Oakville, ON
Highway 2 & Liverpool Road	1298 Kingston Road, Pickering, ON	1360 Kingston Road, Pickering, ON
Guildwood Village Branch	71 Livingston Road, Scarborough, ON	123 Guildwood Parkway, Scarborough, ON
Victoriaville Centre	101 South Syndicate Avenue, Thunder Bay, ON	859 Fort William Road, Thunder Bay, ON
Mountain & McPhillips	1010 McPhillips Street, Winnipeg, MB	1083 McPhillips Street, Winnipeg, MB
South Centre Branch	100 Anderson Road SE, Calgary, AB	9608 MacLeod Trail SW, Calgary, AB
Gold Bar	5024 - 106th Avenue, Edmonton, AB	9821 - 50th Street, Edmonton, AB
Olds	5018 - 50th Avenue, Olds, AB	6900 - 46th Street, Olds, AB
Vernon Main Office	3200 - 30th Avenue, Vernon, BC	2806 - 32nd Street, Vernon, BC
Yellowknife	5014 - 49th Street, Yellowknife, NWT	480 Range Lake Road, Yellowknife, NWT

## Business Debt Financing as at October 31, 2009 (authorized amounts in \$ millions)

BMO has long been committed to making debt financing available to our customers across Canada. It is a commitment we maintained during the recent period of global economic turmoil. In 2009, authorized business loans totalled approximately \$109 billion.

Provinces and Territories	in \$ millions	\$0 - \$24,999	\$25,000 - \$99,999	\$100,000 - \$249,999	\$250,000 - \$499,999	\$500,000 - \$999,999	\$1,000,000 - \$4,999,999	\$5,000,000 and greater	TOTAL
<b>Newfoundland and Labrador</b>	Authorized amount Number of firms	10.3 1,719	27.5 581	44.1 281	62.8 180	88.1 124	197.5 96	309.7 20	740.0 3,001
<b>Prince Edward Island</b>	Authorized amount Number of firms	3.2 414	9.5 192	25.8 157	30.0 85	48.0 69	113.8 58	* *	230.3 975
<b>Nova Scotia</b>	Authorized amount Number of firms	19.6 2,885	44.4 964	83.4 524	118.4 341	172.3 250	451.9 226	1,289.7 55	2,179.7 5,245
<b>New Brunswick</b>	Authorized amount Number of firms	13.9 1,943	36.3 765	69.7 431	85.4 243	137.2 199	296.0 155	1,046.9 21	1,685.4 3,757
<b>Quebec</b>	Authorized amount Number of firms	160.8 23,363	255.0 5,733	398.4 2,576	987.2 2,697	725.3 1,067	2,424.8 1,165	12,643.4 433	17,594.9 37,034
<b>Ontario</b>	Authorized amount Number of firms	344.2 52,963	618.3 13,522	1,109.6 7,180	1,402.4 4,074	1,901.8 2,819	5,527.7 2,633	40,686.9 1,072	51,590.9 84,263
<b>Manitoba</b>	Authorized amount Number of firms	22.5 3,043	43.9 997	56.6 360	76.0 217	103.9 151	439.5 195	1,975.6 73	2,718.0 5,036
<b>Saskatchewan</b>	Authorized amount Number of firms	38.4 5,358	109.7 2,392	148.0 960	165.1 474	159.1 239	378.5 180	1,325.7 49	2,324.5 9,652
<b>Alberta</b>	Authorized amount Number of firms	137.8 19,931	219.9 5,078	312.0 1,995	431.3 1,252	614.4 893	2,061.0 963	14,804.1 422	18,580.5 30,534
<b>British Columbia</b>	Authorized amount Number of firms	126.5 18,539	215.3 4,875	346.7 2,273	507.2 1,467	810.9 1,175	2,753.9 1,318	6,447.3 370	11,207.8 30,017
<b>Yukon</b>	Authorized amount Number of firms	1.2 178	2.1 50	5.5 38	5.9 18	** **	** **	** **	14.7 284
<b>N.W.T./Nunavut</b>	Authorized amount Number of firms	0.8 134	1.7 35	2.5 16	*** ***	*** ***	*** ***	*** ***	5.0 185
<b>TOTAL</b>	<b>Authorized amount</b> <b>Number of firms</b>	<b>879.2</b> <b>130,470</b>	<b>1,583.6</b> <b>35,184</b>	<b>2,602.3</b> <b>16,791</b>	<b>3,871.7</b> <b>11,048</b>	<b>4,761.0</b> <b>6,986</b>	<b>14,644.6</b> <b>6,989</b>	<b>80,529.3</b> <b>2,515</b>	<b>108,871.7</b> <b>209,983</b>

\* Client counts and authorizations for Prince Edward Island have been added to Nova Scotia data for the same dollar band to preserve confidentiality.

\*\* Client counts and authorizations for Yukon have been added to Alberta data for the same dollar band to preserve confidentiality.

\*\*\* Client counts and authorizations for N.W.T./Nunavut have been added to Alberta data for the same dollar band to preserve confidentiality.

# Contact Us

BMO Financial Group's 2009 Corporate Responsibility Report and Public Accountability Statement is available for viewing or printing at [www.bmo.com/corporateresponsibility](http://www.bmo.com/corporateresponsibility). Reports from previous years are also available at this address.

**We would be pleased to answer any questions regarding our corporate responsibility activities. Please contact:**  
[corporate.responsibility@bmo.com](mailto:corporate.responsibility@bmo.com)

**Requests for charitable donations should be submitted in writing. Guidelines are available at [bmo.com/community](http://bmo.com/community).**

**Applications on behalf of national organizations should be directed to:**  
Senior Manager, Corporate Donations  
BMO Financial Group  
Corporate Communications  
302 Bay Street, 10th Floor  
Toronto, Ontario M5X 1A1  
Telephone: (416) 867-7102 or (416) 867-7101  
Fax: (416) 867-6850

**Requests for corporate sponsorships should be submitted in writing and directed to:**  
BMO Financial Group  
Corporate Sponsorships  
55 Bloor Street West, 4th Floor  
Toronto, Ontario M4W 1A6  
Telephone: (416) 927-6559  
Fax: (416) 927-2325

**Questions for BMO's Board of Directors should be submitted in writing and directed to:**  
The Office of the Corporate Secretary  
BMO Financial Group  
1 First Canadian Place, 21st Floor  
Toronto, Ontario M5X 1A1  
Email: [corp.secretary@bmo.com](mailto:corp.secretary@bmo.com)

**Local and regional requests should be sent to the following addresses:**

**Atlantic Division**  
Donations Coordinator  
BMO Bank of Montreal  
P.O. Box 2207  
5151 George Street  
15th Floor  
Halifax, Nova Scotia B3J 3C4  
Telephone: (902) 421-3405  
Fax: (902) 421-3404

**Greater Toronto Area**  
Communications Manager  
BMO Bank of Montreal  
55 Bloor Street West, 5th Floor  
Toronto, Ontario M4W 3N5  
Telephone: (416) 927-2558  
Fax: (416) 927-2899

**Ontario Regional Division (outside Greater Toronto Area)**  
Communications Manager  
BMO Bank of Montreal  
Marland Centre, 4th Floor  
20 Erb Street West  
Waterloo, Ontario N2L 1T2  
Telephone: (519) 633-2204  
Fax: (519) 633-7088

**Quebec Division**  
Donations Coordinator  
BMO Financial Group  
129 rue St-Jacques, 3rd Floor  
Montreal, Quebec H2Y 1L6  
Telephone: (514) 877-1787  
Fax: (514) 877-2150

**Prairies Division**  
Communications Manager  
BMO Bank of Montreal  
350 - 7th Avenue S.W., 6th Floor  
Calgary, Alberta T2P 3N9  
Telephone: (403) 503-7023  
Fax: (403) 503-7021

**British Columbia and Yukon Division**  
Senior Manager, Corporate Communications  
BMO Bank of Montreal  
595 Burrard Street, 22nd Floor  
Vancouver, British Columbia V7X 1L7  
Telephone: (604) 665-7596  
Fax: (604) 665-2610

**BMO Capital Markets**  
Manager, Corporate Donations and Sponsorships  
BMO Capital Markets  
1 First Canadian Place, 6th Floor  
Toronto, Ontario M5X 1H3  
Telephone: (416) 359-7456  
Fax: (416) 359-6494

**Institutional Investors and Research Analysts**  
Institutional investors or research analysts who would like to obtain financial information should write to the Senior Vice-President, Investor Relations, 1 First Canadian Place, 18th Floor, Toronto, Ontario M5X 1A1, email [investor.relations@bmo.com](mailto:investor.relations@bmo.com), call (416) 867-6656, or fax (416) 867-3367. Alternatively, please visit our website at [www.bmo.com/investorrelations](http://www.bmo.com/investorrelations).

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# Responsibility. The World is Changing.



BMO and Harris employees make volunteering a priority. In the United States, more than 1,600 employees took part in our annual Employee Volunteer Day in 2009. In Canada, employees volunteered their time to a wide range of organizations. And our United Way campaign was a huge success, with employees participating in the largest fundraising campaign achievement in North America.

Several BMO departments volunteered at The Good Neighbours' Club, which is committed to providing services for older men addressing issues of homelessness, social isolation and health. Our employees prepared and served lunch, donated hats and scarves and wrapped presents for club members.

*"We continue to ensure that the values held and practiced by the Club's staff and volunteers are based on the fundamental principles of integrity, fairness, service, excellence and respect for human dignity and potential."*

**The Good Neighbours' Club**



The Equator Principles



FTSE4Good Index Series



Dow Jones Sustainability Index - North America



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