

# 2013 Employment Equity Narrative Report

# 2013 Employment Equity Narrative Report BMO Financial Group (BMO)

## General Overview

Established in 1817, BMO Financial Group (TSX, NYSE: BMO) is a highly-diversified financial services provider. BMO had \$537 billion and approximately 45,500 employees including 26,954 federally regulated permanent employees as of December 31, 2013. We provide a broad range of retail banking, wealth management and investment banking products and services to more than 12 million customers across North America and internationally.

Our talent goal is to have the right talent everywhere in the company to meet business goals and as the competitive landscape evolves, we must continue to think critically about what “leadership” and “talent” looks like at BMO.

Drawing on the strengths of diverse leaders and employees makes us more innovative and effective as a company. Our workforce reflects the customers and communities where we live and work, and this helps us see through our customers’ eyes to deliver value and a great customer experience. Embrace diversity is one of our core values and we support employees from diverse demographics, perspectives, experiences, abilities, cultures and genders to succeed.

**Diversity** \də-ˈvər-sə-tē\

The mix of demographics, skills, experiences  
and styles of all BMO employees

**Inclusion** \in-ˈklü-zhən\

How we embrace the mix and make it work

# Statistical Progress

## Women: Overall representation remains strong

Representation of women continues to be strong at all levels within the bank. BMO remains well above external availability for women in all senior EEOGs in 2013. Overall hiring was down 3.3% in fiscal 2013 and the overall population of women fell 4.4%; however, overall representation remained strong at 60.5% and we have increased the hiring rate of women in several categories. Women in executive roles were down only 0.84% to 33.5% from the year previous and we saw an increase in the “professional” category up 0.31% to 44.1% compared to 2012.

Additional data is reflected in Table 1 & 2:

**Table 1: Hire rates of Women in overall representation and specific roles**

EEOG	Hire rates of women in 2012	Hire rates of women In 2013
Overall	36.9%	37.1% (up 0.2%)
Supervisor Hires	16.6%	50% (up 33.4%)

**Table 2: Summary of promotion increases for Women**

EEOG	Promotions of Women	Promotions of Women In 2013
Overall	58.7%	59.8% (up 1.1%)
Middle Management	56.6%	58.8% (up 2.2%)
Professional	45.6%	47.5% (up 1.9%)

## Visible minorities: Representation in middle managers and professionals increases

Up 0.24% from the year previous, overall representation of visible minorities rose slightly to 34.7% in 2013. BMO continues to be well above availability for visible minorities in all major EEOGs.

BMO continues to increase the representation rate of visible minorities in several categories.

The advancement of visible minorities is reflected in Tables 3 & 4:

**Table 3: Summary of representation increases for visible minorities**

EEOG	Overall representation in 2012	Representation of women in 2012
Professional	41.5%	41.7% (up 0.2%)
Admin. Sr. Clerical	35.1%	36.9% (up 1.8%)
Supervisor	44%	46.2% (2.2%)

**Table 4: Summary of Hires for visible minorities**

EEOG	Hires for Visible Minorities in 2012	Hires for Visible Minorities in 2013
Executive Hires	14.2%	50% (up 35.8%)
Middle Management	30.7%	33.8% (up 3.1%)

## Aboriginal people: Representation grows in several EEOGs

Overall representation of Aboriginal people rose slightly to 1.48% in 2013, We continue to focus on representation, promotion and hiring to increase the number of Aboriginal employees in several EEOG categories.

Additional data on Aboriginal advancements can be seen in tables: 5, 6 & 7:

**Table 5: Summary of Aboriginal Representation**

EEOG	Representation for Aboriginals in 2012	Representation for Aboriginals in 2013
Clerical	2.11%	2.19% (up 0.08%)
Supervisor	1.8%	2.1% (up 0.3%)

**Table 6: Summary of promotion increases for Aboriginals**

EEOG	Promotion rates for Aboriginals in 2012	Promotions of Aboriginal People
Overall	1.4%	1.9% (up 0.5%)
Middle Management	1.4%	1.8% (up 0.5%)
Supervisor	3.1%	5% (up 1.9%)

**Persons with disabilities: Hiring grows**

BMO continues to work closely with our diversity recruitment department to increase the number of people we hire with disabilities. 2013 was the second year we highlighted the importance of self-declaring by renewing our commitment to the leader-led “Count me in!” initiative that coincides with NDEAM (National Disability Employment Awareness Month) in October.

The overall population of persons with disabilities decreased slightly from 3.0% to 2.8% in 2013. BMO continues to focus its efforts on hiring within the various EEOG categories for persons with disabilities.

Additional data on Persons with Disabilities can be seen in tables: 8 & 9.

**Table 8: Summary of Hiring increases for Persons with Disabilities**

EEOG	Hires for Persons with Disabilities	Hiring of Persons with Disabilities
Overall	2.1%	2.6% (up 0.5%)
Professional	1.4%	2.2% (up 0.8%)
Clerical	1.9%	3.3% (up 1.4%)

Overall, bank promotions were down 23.4% in 2013. In contrast, promotions for persons with disabilities were down only 14.4%. There was headway made in the professional and clerical categories.

**Table 9: Comparison of Promotions of Persons with Disabilities**

EEOG	Promotions for Persons with Disabilities in 2012	Promotions for Persons with Disabilities in 2013
Professional	2.3%	3.0% (up 0.7%)
Clerical	2.2%	3.3% (up 1.0%)

# Qualitative Review

## Diversity & Inclusion at BMO: Our Enterprise – Wide Strategy

In 2012, BMO renewed its commitment to diversity and inclusion, revitalizing our strategy and creating a targeted action plans in every business group. An enterprise-wide Diversity Renewal Council led by top leaders, drives our renewal strategy more deeply into every line of business. Our renewal initiatives are not restricted to aggressive workforce goals—like the goal of 40% female representation in our bank’s senior leadership ranks by 2016—but also – focus on shifting employee mindsets and company culture.

Key actions- including stronger leadership commitment, new programs and practices and the revitalization of our employee resource groups have led to significant improvements that we know lead to greater innovation and growth.

## Strengthening the infrastructure for recruitment

### Diversity Recruitment Team

Our recruitment team comes from various backgrounds and are aligned to specialized recruitment segments, including: Persons with Disabilities; Indigenous People; Visible Minorities/People of Colour; Veterans (US); Women; New Immigrants; and LGBT. Collectively, they have more than 35 years of experience in the finance industry and diversity programs, combining both front-line management and Human Resources. The team is adept at providing diversity recruitment support and hiring manager training to ensure our selection process highlights a diverse slate of candidates for career opportunities within BMO.

### Social Media and Marketing

In 2013, we accelerated our social media marketing efforts to reach and engage students and potential employees from diverse backgrounds and have already been successful in establishing a presence and following. In addition to the above, we have also partnered with LIME Connect to provide content for their talent blogs and featured students with disabilities.

Our “linkedin” presence has also been very active and the diversity recruitment team has actively participated in diversity recruitment forums and groups.

### BMO student internship program

BMO continued our award-winning internship program for students currently enrolled in Canadian colleges and universities. The goal of the program is to attract, develop and retain students early through summer internships, and offer them permanent positions upon graduation.

In 2013, BMO hired a total of 135 summer interns from various universities and colleges:

- 85% women
- 2.7% Aboriginal people
- 5.4% people with disabilities
- 20.2% visible minorities

Of the graduates in 2012, 21 are now employees, 66.6% women, 42.8% visible minorities, 4.7% Aboriginal people and 4.7% persons with disabilities.

### Essential training

BMO provides training for hiring managers that focuses specifically on hiring and engaging a diverse workforce. This program, Hiring Essentials, provides in-class and online training on the importance of having a diverse team. Modules include Why Diversity Matters to BMO and Hiring to Create a Supportive and Inclusive Culture. There is also specific guidance on interviewing candidates who are immigrants, candidates with disabilities and candidates with no work experience. Information on workplace accommodation is also included. Training materials are fully accessible to those who use adaptive technology, use screen readers for those with vision loss; close captioning or video content.

The Talent Acquisition team led Diversity training sessions for internal hiring managers and BMO partners. This included diversity interview training for partners, and accommodation awareness training for managers.

### Effective onboarding

All new hires are required to complete an online orientation program that highlights BMO’s commitment to diversity and inclusion. It incorporates diverse perspectives in a short, engaging and informative introduction to BMO. Multiple languages and closed captioning are incorporated into the accessible, online modules.

**A key focus of the orientation is individuals sharing their personal perspective on each of 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 integrity of our actions
- **Have Courage to Win** – focus on what makes us successful

## Monitoring diversity in the recruitment process

Our employees reflect the communities in which we live and work, and we make sure we have the right people in the right roles to meet customer needs. Our jobs are posted inside the company and on our external site (bmo.com). We also use national and diversity job boards and local, in-branch marketing to highlight BMO employment opportunities. Tapping into the broadest possible talent pool is essential to recruiting a diverse workforce and BMO continues to monitor our success in attracting designated groups. We track the diversity of the candidate pool from the beginning of the recruitment process to the presentation of candidates to hiring managers.

In addition, hiring managers receive a detailed survey to assess their recruitment experience. They are asked to agree or disagree with this statement: “Please consider your experience with your recruiter during the intake session when completing the following question: The recruiter discussed options for increasing the diversity of candidates.” This ensures that we continue to focus on hiring from all groups and that the manager works in hand in hand to achieve this goal.

## Recruitment Strategies for New Immigrants and Visible Minorities

BMO continues to be the exclusive industry sponsor for ACCES Employment’s Speed Mentoring program, which helps new Canadian jobseekers develop networking skills and make connections through individual coaching sessions with senior leaders. In 2013, BMO hosted four speed-mentoring events in various lines of business. As a result of their participation as mentees in this year’s program, seven individuals who are members of visible minority groups were hired by BMO.

To further assist new Canadians in their transition, BMO maintains a number of partnerships with key community agencies. BMO works with social agencies such as the Newcomer Centre of Peel, the Centre for Information and Community Services Link Up, Next Steps Employment Centres, and the Chinese Professional Association of Canada to conduct workshops for newcomers, helping them build important skills for seeking and acquiring employment. Our leaders, frontline managers and staff are very active in the community. They are mentors and ambassadors for many local community associations, offering their time to coach and build relationships with new Canadians.

## Recruitment Strategies for Women

In 2012, One of the ways we are living our value of embrace diversity is through our unwavering commitment to recruit and advance women in senior leadership roles.

There are currently several initiatives underway to enhance the recruitment and retention of female talent; including the following examples:

We have created action plans to assist in removing barriers around the recruitment of women. Examples include:

- Our female employees came together to define a female-centric employee value proposition (EVP), which is now being embedded into all recruitment marketing materials and conversations leading to an increased number of women applicants.
- Dedicated recruiters are responsible for hiring female talent. As a result, we increased the diversity of our Investment Advisor training program by 5% between 2011 and 2013.
- We developed an active campus recruitment strategy for women graduating from university, and we participate in women’s events at Queen’s and Schulich School of Business.
- We invest in scholarships that focus on women, such as Women in Capital Markets Heather L. Main Memorial Scholarship Fund to support women in Canadian business schools to pursue a career in Capital Markets.

### Advancement

Our focus is to remove barriers that women commonly experience in their careers, provide leadership and development opportunities to talented women, and equip our leaders to spot and develop high-potential women.

Here are some key examples:

- We identify top talent and implement a development plan for high-potential women through BMO's progressive talent practices. We created a monthly tracker that is used in our talent roundtable meetings with senior leaders to monitor the number of women in senior leadership roles and those in the pipeline as emerging leaders.
- In the fall of 2013, we launched an enterprise-wide sponsorship program to connect female talent with senior leaders. The objective of the program is to accelerate the development and advancement of high-potential women and develop more advocates.
- We delivered "Women in the Pipeline" sessions led by Harvard professor Barbara Annis to BMO's female executives and emerging leaders. Participants learned about key challenges women commonly experience in the workplace, along with strategies for career advancement, leadership development, and working effectively across genders. Participants from these sessions reported heightened engagement and commitment to BMO and a feeling that they were "being invested in".
- We focused on minimizing common gender blind spots (or biases) that emerge when making decisions about talent. Leaders across our businesses receive training to recognize key blindspots that emerge when assessing women's potential and performance, and they are provided with tools to enable them to make fair and objective talent decisions.

## Recruitment Strategies for New Immigrants and Visible Minorities

At BMO, we believe it is important to support and develop employees who are visible minorities. One of the ways that we are doing this is through our work on Cultural Intelligence (CQ) training and workshops:

- More than 150 BMO leaders received training to identify common cultural blind spots that get in the way of our ability to work with and hire those who are different from themselves and to make objective talent decisions.
- BMO recruiters received CQ training focused on enhancing knowledge of common differences that play out in interviews, as well as strategies to ensure fairness and objectivity when assessing candidates' fit. As a result, recruiters have greater developed confidence in their ability to interview diverse candidates, and to minimize potential blindspots that emerge in candidate selection.
- E-Learning modules were created to help hiring managers identify opportunities to diversify their teams, and to build the CQ necessary to hire objectively. Hiring managers across BMO have reported greater awareness of the importance of diversifying their teams, along with knowledge of what they can do to demonstrate inclusion throughout the hiring process.



2013 speed mentoring event held in conjunction with BMO.



# Recruitment strategies for Aboriginal people

## Scholarship and internship programs

BMO uses a strong relationship between education and employment income levels so we take a multifaceted approach to encourage Aboriginal students to stay in school. This includes scholarship and internship opportunities, sponsorship of university and college initiatives and supporting innovative campus and industry recruitment approaches.

BMO's Aboriginal Recruitment Specialist established relationships with a number of universities across Canada to attract and identify opportunities for Aboriginal talent to these programs.

In 2013, we focused on providing Aboriginal youth with scholarships and an opportunity to compete for summer internships while in school, with a view to offering permanent placement as Financial Services Managers upon graduation. The internship allows students to gain front-line experience in structured training programs while benefiting from a supportive work environment, on-the-job coaching and mentoring from employees of Aboriginal descent. In 2013, six students participated in the program and three accepted placement as a Customer Service Representative while continuing their studies.

Recognizing the importance of stay-in-school initiatives, BMO continued to provide bursaries to Aboriginal youth across Canada. In 2013, we provided 135 scholarships totalling \$227,300: 18 of these bursaries were through the Foundation for the Advancement of Aboriginal Youth (FAAY) /Indspire.

BMO also works collaboratively to help individual Aboriginal communities fund education for local students. We work with various communities including the Akwesasne Mohawk Territory and the Nuu-chah-nulth Tribal Council.

## University and college recruitment

To support awareness of our programs, BMO continues to advertise in national media (e.g., Job Postings Magazine) and national job boards (e.g., Aboriginal Human Resources Council job board) and we leveraged sponsorships such as the Canadian Council for Aboriginal Business (CCAB) dinner series. In 2013, the CCAB recognized BMO with our 4th gold-level Progressive Aboriginal Relations (PAR) accreditation for our efforts to build a mutually beneficial, sustainable relationship from both a business and employment perspective.

To promote employment with BMO to the Aboriginal Community, we continue to participate with the Canadian Financial Officers Association and foster relationships with the following Aboriginal Recruitment or Service agencies:

- G.R.E.A.T. – Grand River Employment and Training (Ontario)
- Aboriginal Workforce Development Initiative (Fredericton, NB)
- Young Indigenous Professionals (YIPS)
- Peel Aboriginal Networking (Brampton, ON)
- Miziwe Biik Aboriginal Employment agency (Toronto ON)
- Workbay.com Employment Matching and Training web portal (Toronto ON)
- Aboriginal Linx Employment Agency (Prairies Canada) (Twitter Feeds and News Letter)
- Aboriginal Professionals Association of Canada (Linked in)

## Presence in Aboriginal communities

BMO continues to operate 13 full-service branches and one community banking outlet in Aboriginal communities. Eleven of these branches are located on First Nations territories and most are staffed by members of the communities. These facilities reflect a valued business relationship and also provide employment opportunities.

BMO continued its membership in the Canadian Aboriginal and Minority Supplier Council (CAMSC), which allows the bank to be responsive to this important market by providing both financial services and new business opportunities to help members grow their businesses.



Scholarship awarded by BMO to Mount Royal University for the continued support of their Aboriginal Scholarship program.



# Recruitment Strategies for Persons with Disabilities

## Direct outreach

BMO diversity recruitment specialists work with many community agencies such as Lime Connect, JVS, March of Dimes, Spinal Cord Injury Association, PATH, NEADS, JOIN, Link Up, Workplace Essentials Skills Program, TDSB, PAYE, and Employment Offices to strengthen their ability to match job seekers to available roles.

Activities include delivering behavioural-focused interview workshops, and job-ready workshops for agency staff and clients, which resulted in referral of clients most suited to available roles and better prepared for a positive interview experience. In 2013, BMO hired 25 individuals through Lime Connect and a combined 87 persons with disabilities through our various partners listed above.

## Scholarship and internship programs

In 2013, BMO again offered the BMO/Lime scholarship and internship program in partnership with Lime Connect, a not-for-profit group that supports intake and career progression for people with disabilities. This unique initiative allows talented post-secondary students with disabilities to apply for a scholarship and compete for a paid summer internship program that can lead to a permanent role with BMO as a Financial Services Manager.

Ten students with disabilities participated in the 2013 internship program, and two were hired on a part-time basis and continue working in retail branch. All interns were matched with mentors, and managers were provided with training and accommodation support to ensure success. As well, a total of twelve Lime Equity through Education Scholarship were also awarded.

## Outreach – Encouraging Education

BMO Financial Group invests substantially in scholarships and bursaries to support high-potential individuals who would not otherwise have access to further learning. Through education, we help build a qualified, diverse workforce for the future.

## Equity Through Education program

The BMO Capital Markets “*Equity Through Education*” program is a charitable initiative aimed at creating a more diverse workplace by helping students realize their educational ambitions. On one day each year, BMO Capital Markets donates its institutional equity trading commissions in North America to a series

of charities that provide scholarships to deserving individuals representing four diversity groups: women, visible minorities, persons with disabilities and Aboriginal people.

Since the launch of the program in 2005, *Equity Through Education* has raised a total of \$12.3 million, assisting more than 2,500 students. In 2012, the proceeds were directed to the following eight North American charities:

- The Canadian Merit Scholarship Foundation (CMSF)
- The Financial Women’s Association (FWA)
- Foundation for the Advancement of Aboriginal Youth (FAAY)
- The Jackie Robinson Foundation (JRF)
- Lime Connect
- National Aboriginal Achievement Foundation
- Pathways to Education
- Women in Capital Markets Return to Bay Street program – BMO Capital Markets is the founding sponsor of this program

To date, BMO Capital Markets has hired 7 full-time employees through the Equity Through Education program and provided internship opportunities to eight students.

## BMO Capital Markets Mentorship Program

BMO Capital Markets has implemented a Mentorship Program that facilitates connections that might not naturally occur in the course of business. Within this program, our leaders have an opportunity to witness and develop the strengths and potential of junior professionals outside of their usual circles. These new networks can foster diversity of thought, career development and a more inclusive work culture.

## Women in Capital Markets (WCM) Partnership

BMO is the Gold Sponsor for Women in Capital Markets (WCM), a non-profit organization that promotes the entry, advancement, and development of women in the Canadian Capital Markets industry. Further funding is provided by BMO Capital Markets to the Heather L. Main scholarship fund administered by WCM. The scholarship, along with mentoring and internship programs, builds the practical skills and experience necessary to launch a successful career in capital markets. Over time, the program will augment the talent pool for the Canadian capital markets and finance industries.

# Retention

## Creating a Supportive Work Environment

### Workplace accommodation for people with disabilities

An important element of BMO's commitment to an inclusive, supportive and accessible workplace is accommodation for people with disabilities. Our workplace accommodation expertise has been centralized in a team within HR that is accountable for the end-to-end process: assessment, coordination and fulfillment of accommodations. Our Workplace Accommodation Advisor works with both employees and managers to ensure the successful implementation of workplace accommodation needs. This approach expedites the response time for accommodations and provides a single point of contact, resulting in better support.

BMO's Technology Strategy and Architecture team continues to build a barrier-free environment by implementing systemic technological solutions.

### Building Awareness

"Embrace Diversity" is one of our core corporate values, and it's important that our actions match this value. All employees have a role to play and we inspire employees by sharing success stories. We challenge employees get involved, to find something that is personally meaningful, and take action to improve it. Encouraging employees to embrace diversity is one way we continue to sustain a diverse and inclusive workforce. We fundamentally believe it is the diversity of our people and inclusiveness of our organization that help enable us to achieve our company's vision: to be the bank that defines great customer experience.

For persons with disabilities, we implemented the leader-led "Count me in!" initiative across BMO to dispel myths and advocate for a culture of inclusion. This aligned with October's National Disabilities Employment Awareness Month (NDEAM) and coincided with changes to our diversity workforce survey that make it easier for employees to self-identify.

### Personal well-being

BMO has an accessible website designed to help employees make informed decisions about their personal well-being. Information on BMO's principles, practices and supportive policies is provided on the site, which can be accessed from home to ensure privacy and convenience.

### Examples of supportive policies and practices include:

- Flexible Work Arrangements give employees an opportunity to work offsite, work shortened weeks and/or share jobs.
- Multi-purpose quiet rooms accommodate employees' needs for a private facility for nursing mothers and for activities such as multi-faith prayer, quiet meditation and spirituality.
- LifeWorks is an extensive set of on-line resources to help employees be productive on the job and care for loved ones while meeting personal needs.
- 44 separate Lunch and Learn sessions were facilitated in 2013 with over 1,096 people in attendance across BMO's different business groups on a variety of topics, including:
  - Exploring Diversity
  - Harassment: Creating a respectful workplace
  - Navigating Workplace Change
  - Understanding Intergenerational Teams

## Inclusive Leadership

At BMO, we want all employees to feel that they can be their authentic selves at work. By equipping employees to embrace diversity, our workforce will experience greater performance, build and sustain a strong and diverse talent pipeline, and achieve our company vision to be the bank that defines great customer experience.

In 2013, 150+ leaders across BMO had assessed their cultural intelligence and undertaken training to enhance their inclusive leadership capability. As a result of this learning, leaders have a clear understanding about their own attitudes toward difference, and have targeted action plans to enable them to lead inclusively and reduce cultural blind spots. In 2014, we will be exponentially expanding the reach of these assessments and training across the organization. We have established a training program with our award-winning Institute for Learning that will bring cultural intelligence and inclusive leadership learning to intact teams to improve team performance and enable us to tap into the benefits of diverse teams.

BMO is a proud member of the Rotman School of Management best practices network that focuses on improving the advancement of women in leadership. In 2013, Rotman invited us to share our thought leadership in the areas of inclusive leadership and cultural intelligence by equipping other diversity and inclusion practitioners across industries to develop their own strategic agendas and action plans on these important topics. As a result of our participation, BMO has been touted as a leading Canadian organization in the areas of Cultural Intelligence and Inclusive Leadership.

BMO is also the official sponsor of Rotman's Speaker's Series, bringing some of the world's most sought-out and influential speakers to leaders across industries. In 2013, Kristine Stewart, Managing Director, Twitter Canada enlightened audiences about why women are born to lead, and Binna Kandola, leading diversity and inclusion consultant and author, provided leaders with what they need to know and do to overcome gender bias in the workplace. Our sponsorship has further enabled BMO to challenge other organizations to prioritize diversity and inclusion, and provide the tools and insights to enable them to do so.

## Employee Engagement

One of the ways we're making diversity a day-to-day reality is through our ERGs (Employee Resource Groups). ERG's are composed of passionate employees who volunteer their time on a diversity council or affinity group to advance the specific needs of unique employee segments. In Canada, BMO has four official ERGs that initiate a variety of programs and cultural events. The work that the ERGs do are important to BMO and each group has an Executive sponsor dedicated to them.

- EnVision** is a network of employees who are blind, partially blind, partially sighted and champions of accessibility. EnVision contributes to BMO defining a great customer experience by consulting on accessibility solutions for customers and employees. Each year, Envision participates in **Cycle for Sight**, a 140km bike ride to raise awareness, as well as participate in the **Ability & Beyond** gala with the March of Dimes.
- StepAhead** is an employee support network for people who strive for BMO to be a barrier-free and inclusive work environment for individuals with visible and invisible disabilities. Each year, StepAhead participates in **People in Motion**, Canada's premier annual event for persons with disabilities and professionals working in related areas.
- WAVES** is committed to fostering and inclusive and barrier-free work environment for deaf, deafened and hard of hearing employees at BMO. WAVES supports employees with hearing loss, builds BMO's market profile in the deaf community and engages employees to build accessibility awareness. Annually, WAVES participates in **Mayfest**, an annual event for the deaf, deafened and hard of hearing and **CHS Quest**, an amazing Race fundraising event to raise funds for the Canadian Hearing Society.
- BMO Pride was formed by employees who are gay/lesbian/bisexual/transgendered/straight allies. Pride is an enterprise-wide group committed to promoting an equitable and inclusive environment for all. They provide a supportive forum for LGBTQ employees, cultural and educational opportunities and give back to our communities through volunteerism and business development. Participation in the **Pride and Remembrance run** held during Toronto Pride, which is dedicated to supporting charities focused on issues in the LGBTQ community. BMO Pride also hosts LGBTQ recruitment fairs with **Out on Bay Street**.



The BMO bear welcomes our BMO riders to the annual Cycle for sight fund raising event



City of Toronto Deputy Mayor Norm Kelly joins BMO in raising the flag in celebration of WorldPride 2014 From L-R: Tony Tintanelli, Regional Vice President, Toronto Downtown, BMO Bank of Montreal; Norm Kelly, Deputy Mayor, City of Toronto; Enza Anderson, Financial Services Coordinator, BMO Bank of Montreal and Gavin Clark, BMO Pride Chair

# Employee Communication & Consultation

Our primary goal is to demonstrate and be recognized as the industry leader in diversity and inclusion.

## Communication priorities include:

- Communicating how a diverse and inclusive workplace reinforces our values, products, services, customers, reputation, and goals, and in a way fully accessible to all audiences.
- Showcasing diversity champions and success stories at BMO.
- Widely celebrating and acknowledging key “diversity days” (e.g. International Women’s Day, National Aboriginal Day, etc.).
- Cultivating our reputation as a diversity leader through a targeted sponsorship strategy.
- Earning external recognition via awards and media opportunities that profile BMO as a leader in diversity.

Internally, BMO’s Diversity & Inclusion microsite is the primary venue by which we communicate to employees. The site keeps employees informed about BMO’s Diversity and Inclusion events and topics. It also encourages engagement and showcases stores and champions of our company vision, values and brand.

## Internal communications are also supported with additional channels:

- tip of the month and monthly video series town Halls and guest speakers
- discussion boards and up to date community event calendars
- Employee Resource Group micro sites and regular events
- invitations to sponsorship events and conferences surrounding diverse topics and causes

BMO’s diversity initiatives are also included in external publications like our website, annual report and public accountability statement.

## Consultation

To understand our employee experience, BMO offers an Annual Employee Survey (BMOPulse). The survey is available online and is accessible to those who use adaptive technologies such as JAWS and Zoomtext. In 2013, participation in the BMOPulse survey was at 82%.

Employee perceptions of diversity and inclusion (those of the entire population and specific designated groups) are important in assessing progress towards building an equitable and supportive workplace. BMO continues to monitor these perceptions through a Diversity and inclusion Index comprised of key questions in the survey. Our research shows that the index is strongly related to the Employee Engagement Index (EEI) and that improvements to it will have a positive effect on the EEI and employee retention.

- at BMO Financial Group, I am treated with respect
- my manager supports me in meeting my work and life commitments
- I have opportunities to advance regardless of gender, sexual orientation, race, age or disability
- my manager is committed to creating a diverse, inclusive and barrier-free work environment so that all employees can contribute fully

Our DI score was strong again in 2013 at 81% exceeding other financial Institutions and leading companies.



Rainbow flag flies with pride above BMO’s Toronto headquarters at First Canadian Place



## Conclusion

Our primary goal is to demonstrate and be recognized as the industry leader in diversity and inclusion.

- 2013 GTA Top Employer Award
- Fourth consecutive gold-level certification in Progressive Aboriginal Relations (PAR)
- Deirdre Drake, Chief Human Resource Officer - Capital Markets named 2013's Out on Bay Street's Executive Ally for her work with the LGBTQ Pride group at BMO
- 2013 Social Responsibility Award & Simon Fish, General Council, BMO FG, honored as General Counsel of the year
- Canadian Board Diversity Council - 2013 Governance in Diversity Award
- Maclean's - Top 50 Socially Responsible Corporations in Canada for the fifth consecutive year
- BMO Financial Group named one of Canada's Best Employers for Canadians over 40 by Mediacorp Inc. for the third consecutive year

Building on our rich history, BMO will continue to drive forward our strategic diversity agenda. Believing that a more diverse and inclusive workplace drives better performance and creates more successful and engaged employees, we are committed to fostering a culture where all employees feel they have the opportunity to turn their potential into performance.