

“Success in the execution of business strategy is dependent upon acquiring and retaining the best people, and then getting that talent into the right roles – with clear mandates, so they can perform at the top of their game.”

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

Priorities

1. **Provide** our employees with the skills and training they need to best serve our customers and achieve their personal career goals.
2. **Place** special emphasis on the early identification of emerging leaders to ensure a ready pipeline of talent for key leadership roles.
3. **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.
4. **Support** each other in achieving work/life balance.
5. **Support** our employees who are active volunteers in our communities.

**Employer of Choice**

We believe that making BMO the financial institution of choice for our customers has a lot to do with our commitment to being an employer of choice. By providing a workplace that is supportive, welcoming to individuals from diverse communities and filled with opportunity, we attract and retain the exceptional people we need to serve our customers and achieve our business objectives.

**Focus on Learning**

We provide the learning environment and opportunities our employees need to achieve high performance and personal satisfaction at every stage of their careers. Our corporate university, BMO Financial Group’s Institute for Learning, is redesigning its curriculum to ensure we continue to offer the timely and relevant training that supports our growth and customer-focused strategy. To ensure that our renewed curriculum will support our business performance, we have created a Development Committee composed of 16 executives from across our organization, all of whom have extensive business experience and an appreciation of the skills our people need to perform to the best of their abilities.

**Supporting Career Opportunity Forums**

We are partnering with the National Educational Association of Disabled Students to provide greater career opportunities to individuals with disabilities. And we have been travelling across Canada offering Job Search Strategy Forums to hundreds of students with disabilities to help them make the transition from school to work.
While achieving top performance means developing all our employees, we are placing particular emphasis on identifying and fostering our emerging leaders. Last year we increased our pool of emerging leaders by 46%. We also initiated a new senior leadership development program to help our leaders acquire the skills they need to effectively lead in today’s complex and highly competitive marketplace.

**Learning Index**
To help ensure our learning program remains relevant, we incorporate a full Learning Index into our Annual Employee Survey every two years. In 2007, the Index’s acquisition score, which measures the degree to which our employees believe they can access the learning they need, was the highest ever recorded. The application score, which measures how well employees believe they can apply learning on their jobs, increased as well.

**A Commitment to Diversity**
A diverse workforce that mirrors the communities where we work and do business is critical to attracting and retaining talent. At BMO we draw our strength from the diversity of our people and our businesses.

BMO is actively addressing this reality by partnering with community and government agencies to recruit employees from diverse communities. To increase representation of people with disabilities, for instance, we are partnering with JVS Toronto to deliver a six-week pre-employment training program to individuals prior to joining BMO. We have also

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**Championing Diversity**
Jennifer Hamoen has been a full-time BMO employee for over seven years. “BMO is an employer that is committed to championing diversity,” says Hamoen, Communications Consultant, Technology and Operations. “From providing me with an ergonomic chair to allowing me to work from home when necessary, BMO supports my needs in the workplace.”

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**Recognized for Corporate Diversity**
Harris was named one of the 25 Noteworthy Companies for Diversity through DiversityInc magazine’s annual ranking of companies in the areas of CEO commitment, human capital (retention across all racial, ethnic and gender categories), corporate communications and supplier diversity.

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“BMO stands out as an employer that understands and supports the complex issues facing young graduates with disabilities and the real issues that people with disabilities face in the workplace.”

Frank Smith
National Coordinator
National Educational Association of Disabled Students
partnered with the Foundation for the Advancement of Aboriginal Youth (FAAY) to launch the Ron Jamieson BMO Financial Group Aboriginal Scholarship Program. This program provides students with work experience through paid summer internships and opportunities for permanent employment upon graduation. BMO is now the largest provider of bursaries and scholarships for Aboriginal youth through FAAY. By working with external partners, we are helping to develop the next generation of Aboriginal leaders.

We are also building bridges into future talent pools of potential employees and leaders by creating opportunities through education. BMO Capital Markets continues to sponsor Equity Through Education, a unique program that provides educational opportunities to women, visible minorities, people with disabilities and Aboriginal people.

**Encouraging Work/Life Balance**

We want our employees to succeed at work – and in life. To that end, we offer competitive compensation, an extensive benefits program, which includes a company pension plan, extended medical benefits, flexible work arrangements, an employee share ownership program and leaves of absence including pregnancy, parental and compassionate leaves. We also provide a comprehensive Employee Assistance Plan in North America, available to employees, pensioners and their families. The program’s services include personal counselling, childcare and eldercare services, crisis intervention and group support.

**A Tradition of Helping Our Communities**

Helping to generously support their communities is a tradition for BMO employees. Since 2000, when BMO Employee Charitable Foundation (formerly BMO Fountain of Hope) became a

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**Sending Kids to Camp in Yellowknife**

Employees at our branch in Yellowknife are among the most active participants in the BMO Employee Charitable Foundation. In 2007, branch staff hosted a number of fundraising events including *Grand in the Hand* raffles, which raised $2,900 for local charitable organizations. Among the recipients was Northwest Territories Council of Persons with Disabilities, which used the money to help send local children with disabilities to summer camp.
national organization, employees and pensioned employees have raised more than $50 million to help those in need in the communities where they live and work across Canada. In 2007 alone, our employees raised a total of $8 million. We are proud to support our employees’ and pensioners’ contributions. BMO covers the administration costs of our Employee Charitable Foundation, which ensures that all money donated or raised makes its way to our employees’ communities.

A Tradition of Volunteering
On October 10, 2007, hundreds of Harris employees picked up paintbrushes, brooms and hammers to assist local organizations and launch the Harris and BMO Capital Markets United Way annual giving campaign. Harris, which celebrated its 125th anniversary last year, has long been an active and generous supporter of the 75-year-old United Way of Metropolitan Chicago. Our total gift to United Way of Metropolitan Chicago in 2007, including funds raised by our employees, our corporate gift and other contributions, totalled US$1.8 million.

Volunteer Grants and Matching Gifts
BMO has a special interest in supporting employees who share our passion for learning. Our Matching Gift Program for Higher Education provides matching funding for eligible donations made by employees, pensioners and directors, helping to ensure that our institutions of higher learning are both excellent and accessible. We contributed $191,000 through our Matching Gift Program last year.

We recognize and support the volunteer efforts of our employees through our Volunteer Grants Program, which provides funds to organizations supported by permanent and pensioned BMO Financial Group employees. In 2007, BMO contributed $438,000 to charities and non-profit organizations supported by our people.

Recognized for Training and Development
*Training* magazine recognized BMO for the sixth consecutive year as one of North America’s top 125 corporations for training and development. We were recognized for our unique learning programs, internal accreditation programs and commitment to employee development.

“We have found that engaging people with disabilities in advance of employment has been critical to our success and to their success as our colleagues. Engaging with community partners, transitional support and pre-employment training have helped us create a workforce that truly represents the communities where we do business.”

Jackie Irvine
Senior Vice-President
Direct Banking
BMO Bank of Montreal

“At BMO, we’re implementing new approaches to attracting, developing and retaining a talented, diverse and multi-generational workforce.”

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

For more information:
www.bmo.com/employees

$65.8 million
In 2007, BMO invested $65.8 million for employee training and development.

$8 million
In 2007, our employees contributed $8 million through BMO Employee Charitable Foundation.