

## Engaging Our Stakeholders

Understanding our stakeholders’ expectations and interests opens up opportunities for us to improve the way we do business, which in turn helps us make progress toward achieving our vision to be the bank that defines great customer experience. That’s why we make listening to our stakeholders a priority across the enterprise, and we’re constantly looking for ways to respond meaningfully to what we learn.

We engage with our stakeholders in the course of our day-to-day business operations, as well as through ESG-specific activities. Here are some examples:

Stakeholder Group	Engagement Activities		Key ESG Issues Raised	
Customers	<ul style="list-style-type: none"> <li>Advisory panels</li> <li>Complaints management process (including BMO’s Ombudsman Office)</li> <li>Dedicated mailboxes</li> <li>Focus groups</li> </ul>	<ul style="list-style-type: none"> <li>Meetings, phone calls and email correspondence</li> <li>Net Promoter Score surveys</li> <li>Social media</li> <li>Stakeholder ESG surveys</li> </ul>	<ul style="list-style-type: none"> <li>Business conduct</li> <li>Fees and interest rates</li> <li>Financial hardship</li> <li>Fraud and fraud prevention</li> <li>Level of service</li> </ul>	<ul style="list-style-type: none"> <li>Marketing campaigns and rewards</li> <li>Policies and procedures</li> </ul>
Employees	<ul style="list-style-type: none"> <li>Dedicated mailboxes</li> <li>Enterprise Resource Groups</li> <li>Internal grievance mechanisms</li> <li>Senior leader internal blogs</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder ESG surveys</li> <li>Surveys (ad hoc surveys, annual employee survey)</li> <li>Team meetings</li> <li>Town halls</li> </ul>	<ul style="list-style-type: none"> <li>Career development</li> <li>Customer experience</li> <li>Diversity and inclusion in the workplace</li> </ul>	<ul style="list-style-type: none"> <li>Employee wellness</li> <li>Ethical culture and shared values</li> </ul>
Shareholder and Investor Community	<ul style="list-style-type: none"> <li>Annual general meeting</li> <li>Disclosure of interim and annual financial results</li> <li>Investor conferences</li> <li>Investor Relations website</li> </ul>	<ul style="list-style-type: none"> <li>Meetings, phone calls and email correspondence</li> <li>Quarterly conference calls</li> <li>Stakeholder ESG surveys</li> <li>Shareholder and Investor dialogue</li> </ul>	<ul style="list-style-type: none"> <li>Business conduct and related policies and procedures</li> <li>Corporate governance and disclosure practices</li> <li>Corporate structure, lines of business and geographical footprint</li> </ul>	<ul style="list-style-type: none"> <li>Credit performance</li> <li>Financial performance</li> <li>Leadership development and succession planning</li> <li>Management of key risks, including cyber security</li> </ul>
Government and Regulators	<ul style="list-style-type: none"> <li>Meetings, phone calls and email correspondence</li> </ul>	<ul style="list-style-type: none"> <li>Regulatory submissions</li> </ul>	<ul style="list-style-type: none"> <li>Carbon pricing</li> <li>Climate change initiatives in the financial services sector</li> <li>Social finance</li> </ul>	<ul style="list-style-type: none"> <li>Supporting women entrepreneurs</li> <li>Sustainable development goals</li> </ul>
Civil Society	<ul style="list-style-type: none"> <li>Interviews</li> <li>Meetings, phone calls and email correspondence</li> <li>Questionnaires</li> <li>Research papers (on key issues for our industry)</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder ESG surveys</li> <li>Surveys (on key issues for our organization)</li> </ul>	<ul style="list-style-type: none"> <li>Access to banking/ Financial inclusion</li> <li>Business conduct</li> <li>Climate change</li> <li>Corporate governance</li> </ul>	<ul style="list-style-type: none"> <li>Responsible investing</li> <li>Responsible lending</li> <li>Transparency and consumer protection</li> </ul>