

2015 Employment Equity Narrative Report

BMO Financial Group (BMO)

General overview— Using our people’s unique strengths to build innovative and winning teams

Established in 1817, BMO Financial Group is a highly diversified financial services provider based in North America. With total assets of \$699 billion as of January 31, 2016 and close to 47,000 employees, BMO provides a broad range of retail banking, wealth management and investment banking products and services to more than 12 million customers across North America, conducting business through three operating groups: Personal and Commercial Banking, Wealth Management and BMO Capital Markets.

When it comes to our people, our goal is to have the right talent in place across the enterprise to help drive BMO’s success. As the competitive landscape evolves and talented people in the labour market redefine their expectations, we must continue to think critically about what “leadership” and “talent” look like at BMO.

Diversity and inclusion are important values at BMO. As we learn from our differences, we’re able to bring together our people’s

unique strengths to build innovative, winning teams. We are committed to harnessing the power of 47,000 employees to generate competitive advantage—and opportunities for every employee at BMO. Building a diverse workforce and an inclusive workplace helps us ensure our employees and customers feel valued, respected and heard.

Statistical progress

Women

We are in year five of BMO's five-year Diversity and Inclusion Renewal Strategy, a culture change initiative that set ambitious workforce and workplace goals in order to build a sustainable pipeline of diverse talent. Our focus is on increasing the representation of Women in both our leadership ranks and our executive pipeline. Our Diversity and Inclusion Renewal Strategy has steadily transformed BMO's senior leadership ranks, talent pipeline and organizational culture. We have achieved improvements in the hiring and promotion of diverse talent, as well as improved representation of Women in our executive ranks.

Representation of Women remains significant at all levels at BMO, with a strong overall representation rate of 57.8%. The representation of women in all senior Employment Equity Occupational Groups (EEOGs) continued to be well above external availability in 2015, and we have increased the rate of women hired in several job grade categories.

Although our overall representation rate decreased slightly, we significantly increased the proportion of women in executive roles to 40.7% in 2015 (12.3% above Canadian availability) from 36.5% in the previous year, with growth in several other categories as well. See below for summary.



Highlights of representation for Women in 2015

Occupational group	Representation of Women in 2014	Representation of Women in 2015
Executive	36.5%	40.7%
Middle management	54.4%	54.5%
Admin Sr. Clerical	76.2%	79.4%
Clerical	62.0%	63.7%

Highlights of promotion rates for Women in 2015

Occupational group	Increase in promotions of Women in 2014	Increase in promotions of Women in 2015
Admin Sr. Clerical	68.0%	73.5%
Supervisor	50.5%	54.0%

Statistical progress CONT'D

Visible Minorities

Overall representation of Visible Minorities increased year over year, from 32% in 2014 to 35.8% in 2015. The rate of representation at BMO continues to be well above external availability for Visible Minorities in all major EEOGs. We are continuing to increase the representation of Visible Minorities in several job grade categories.



Highlights of representation for Visible Minorities in 2015

Occupational group	Representation of Visible Minorities in 2014	Representation of Visible Minorities in 2015
Executive	11.4%	11.9%
Middle management	29.4%	30.0%
Professionals	40.2%	41.1%
Clerical	43.6%	48.9%
Supervisor	48.3%	49.5%
Intermediate Sales	24.6%	30.0%

We've seen strong increases in both the hiring and promotion of Visible Minorities within our senior and professional roles during 2015. Most notable is the promotion of two visible minority leaders within the executive category.

Highlights of promotion rates for Visible Minorities in 2014

Occupational group	Increase in promotions of Visible Minorities in 2014	Increase in promotions of Visible Minorities in 2015
Overall	39.1%	40.2%
Executive	25.0%	28.6%
Professional	41.5%	45.2%
Clerical	48.1%	53.7%
Intermediate Sales	32.0%	47.4%

Statistical progress CONT'D

Aboriginal People

We continue to work closely with our BMO business and Human Resources partners to increase the representation of Aboriginal People with a focus on recruitment and retention. Overall representation of Aboriginal People also changed slightly year over year, from 1.3% in 2014 to 1.4% in 2015, an increase of 0.1%. We are continuing to focus on representation, promotion and hiring practices in order to increase Aboriginal representation in several EEOG categories. Increases in the number of promotions for specific EEOG categories are highlighted below.



Highlights of representation for Aboriginal People in 2015

Occupational group	Representation of Aboriginals in 2014	Representation of Aboriginals in 2015
Executive	1.2%	1.7%
Middle Management	1.0%	1.2%
Clerical	1.3%	1.6%
Intermediate Sales	2.3%	2.5%

Highlights of promotion rates for Aboriginal People in 2015

Occupational group	Increase in promotions of Aboriginals in 2014	Increase in promotions of Aboriginals in 2015
Overall	1.2%	1.5%
Admin Sr. Clerical	1.7%	2.4%
Clerical	1.2%	2.2%

Statistical progress CONT'D

Persons with Disabilities

We continue to work closely with our BMO business and Human Resources partners to increase the representation of Persons with Disabilities. Recent initiatives include the introduction of an annual awareness campaign for all employees that highlighted the importance of self-declaration for diverse groups, in particular for Persons with Disabilities. This led to a year-over-year increase in workforce representation of Persons with Disabilities, from 3.4% in 2014 to 3.8% in 2015. In each of our occupational groups, we saw an increase in the representation of Persons with Disabilities. We are continuing to focus our efforts on hiring Persons with Disabilities within the various EEOG categories.



Highlights of representation for Persons with Disabilities in 2015

Occupational group	Representation of Persons with Disabilities in 2014	Representation of Persons with Disabilities in 2015
Executives	7.2%	7.9%
Middle Management	4.1%	4.4%
Professional	2.8%	3.0%
Admin Sr. Clerical	3.5%	4.4%
Clerical	4.6%	4.9%
Supervisor	2.8%	3.1%

Highlights of promotion rates for Persons with Disabilities in 2015

Occupational group	Promotions of Persons with Disabilities in 2014	Promotions of Persons with Disabilities in 2015
Overall	2.7%	3.0%
Middle Management	2.5%	3.2%
Admin Sr. Clerical	2.9%	3.3%
Supervisors	3.4%	4.4%
Intermediate Sales	1.6%	2.3%

BMO's measures to remove barriers— Our enterprise strategy

Our enterprise strategy

Diversity and how we *learn from each other's differences* is part of BMO's core values that we strive to live every day. Building a diverse workforce and an inclusive workplace helps us ensure our employees and customers feel valued, respected, and heard, which leads to stronger business performance. Accountability for the success of BMO's Diversity and Inclusion Renewal Strategy is embedded at every level of the organization, from the Board of Directors, CEO and C-Suite leadership, to the lines of business, corporate functions, and employee groups across the bank.

Our diversity and inclusion ("D&I") governance structure connects two critical success factors for sustainable change and accountability: leadership commitment and the voluntary, grassroots employee passion of our Enterprise Resource Groups.

Our commitment to D&I starts with our CEO, Bill Downe, and our Board of Directors. Under Downe's leadership, BMO became a founding signatory of the Catalyst Accord, taking a stance of board diversity in Canada. Within the bank, he appointed two leaders to Co-Chair our Leadership Committee for Inclusion and Diversity (LCID): Simon Fish, General Counsel and Daniela O'Leary-Gill, Head of Corporate Communications, Government and Investor Relations. The committee is comprised of executives from across the bank that ensure strong leadership accountability by closely monitoring progress of established goals and annual priorities through bi-monthly meetings, annual planning and quarterly updates to all employees across the bank. Together, they have led an ambitious agenda for change with members of the LCID. Established in 2012, the Leadership Committee for Inclusion and Diversity (LCID) has refocused our efforts to build a diverse workforce and an inclusive workplace. We measure our progress by setting goals, establishing action plans and creating diversity and inclusion programs to support Women, People with Disabilities, Visible Minorities, Aboriginal People, the LGBTQ+ community and other groups. In 2015, the LCID refreshed the committee's name, from the prior name of Diversity Renewal Council. This was a strategic decision, driven by BMO's increased focus on both inclusion and diversity.

The LCID leadership has continuously pushed the boundaries of the D&I conversation, enabling greater leader ownership and accountability across the bank. Key to ensuring LCID leaders are informed and inspired, the LCID regularly hears from external experts on the topics of diversity and inclusion. In 2015, Rich Donovan, CEO

of The Return on Disability Group, spoke to the LCID, in addition to a presentation by Professor Kenji Yoshino of New York University, speaking to the concept of 'covering', and a new model for inclusion.

In 2015, the LCID revisited and validated that the diversity and inclusion vision and five key strategic priorities, established in 2012, remain our guiding principles for sustainable change today. These key strategies are:

1. Set industry leading diversity goals
2. Grow and develop diverse talent
3. Build inclusive leaders that learn from difference
4. Be an industry leader in diversity and inclusion
5. Measure and benchmark our progress

We recognize that diversity can make BMO stronger and more competitive: successful execution of our diversity and inclusion strategy enables us to engage the widest pool of talent available in the marketplace and helps great leaders succeed.

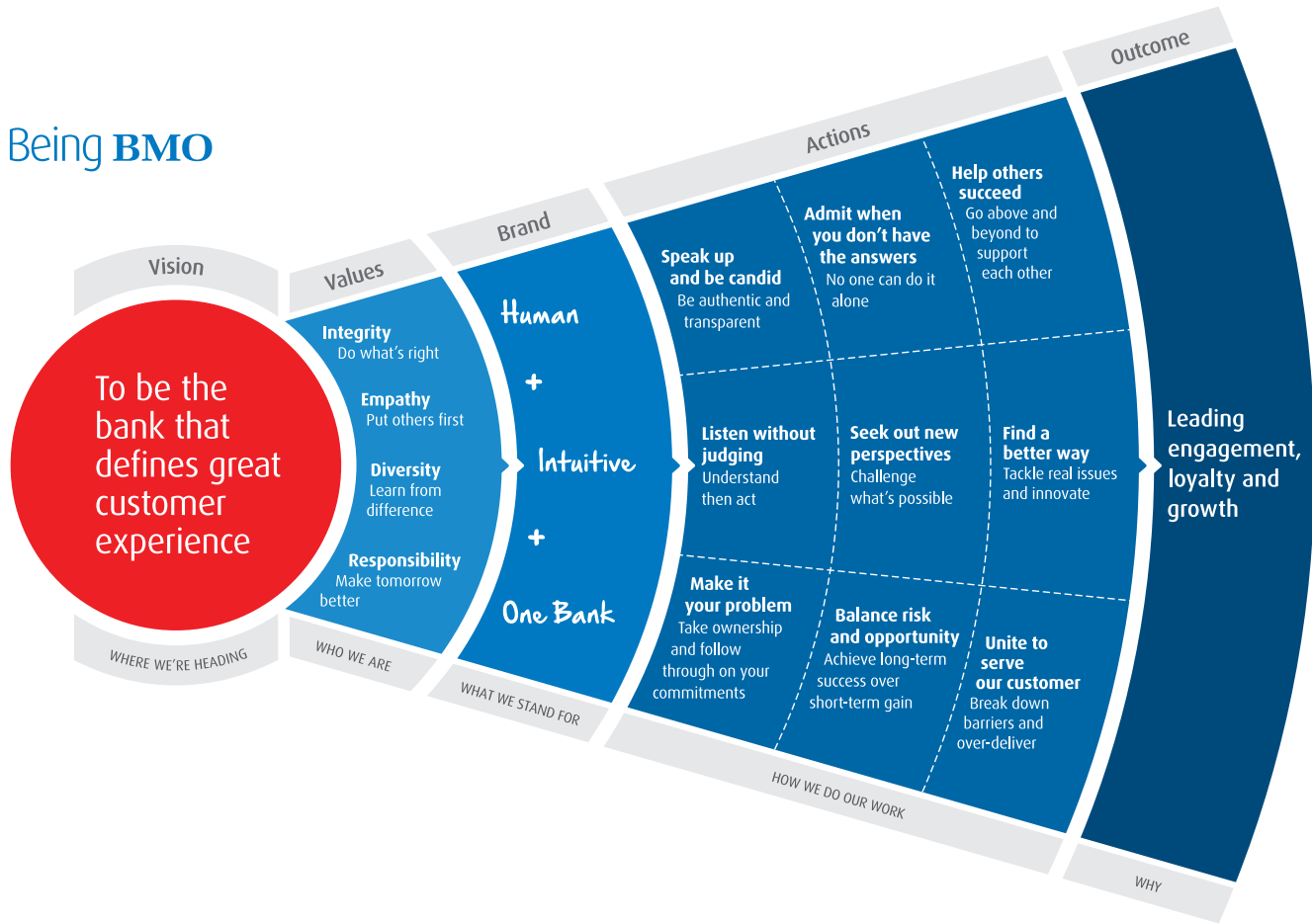
LCID has been instrumental in creating change including:

- Ensuring diversity and inclusion remain at the forefront in our BMO values during our bank wide re-branding
- Successfully introducing Learn From Difference, an enterprise e-learning on diversity and inclusion to 7,000 people managers across BMO
- Establishing bold workforce representation goals and rallying business groups to achieve those goals

BMO's measures to remove barriers... CONT'D

Being BMO—An inclusive approach to employee engagement

In 2014 we came together as an organization to develop the next evolution of the BMO brand. We understand that engagement comes from involvement so we asked employees and leaders to help redefine our brand and what Being BMO means to them. We embarked upon a company-wide conversation, gathering input from thousands of colleagues to create a model that would encompass, who we are, what we stand for and how we work together to achieve leading engagement, loyalty and growth. The result is “Being BMO,” an inclusive model launched across the company in 2015. Being BMO acts as a guide for our leaders and people on how we live our brand and values. See the model detailed in the visual below.



We know that inclusion—the degree to which our people feel valued, respected and heard—is in fact a driver of higher employee engagement at BMO, and the process by which employees were involved to build a new framework encompassing our values, brand and actions is the ultimate example of the importance we place on an inclusive culture. Our employee engagement and inclusion scores have steadily moved from good to great. It had been our goal to achieve “leading company” scores (the survey scores of leading companies across all industries), and we are proud to report that BMO is now on par with, or exceeding, leading company scores at 82% employee engagement and 83% of employees reporting that BMO is an inclusive workplace across Canada in 2015. This is up from 80% and 82% respectively in 2014. Importantly, diverse employees, including Women and Visible Minorities are now as likely as their peers to say they feel valued, respected and heard at BMO.

BMO's measures to remove barriers... CONT'D

Learn from Difference: Creating a more inclusive workplace

Diversity, and how we learn from each other's differences, is one of four company values reflected in Being BMO. We realized that to build and sustain a diverse and inclusive culture we had to enable our people to understand how they *Learn from Difference*.

To do this, we created an innovative, multi-year learning experience to engage our people managers and employees in a deeper conversation. Created for people managers by people managers—Learn from Difference is a multi-year engagement initiative that has tapped managers and partners from every line of business to co-create learning content on inclusion that helps people to understand differences and learn from them. Almost half of BMO's people managers work in our retail and business banking in customer-facing front line roles, where limited time for learning is a reality. With this in mind, we started with a 25-minute, practical e-learning module to focus managers on what they can do today to create more inclusive environments. The module features BMO leaders, using every day examples our managers can relate to. The Learn From Difference initiative was also inspired by our leaders, who over the course of 2014 and 2015, underwent an immersion in building inclusive leadership capability, through participating in an inclusive leadership self-assessment and individualized coaching opportunity, called the Intercultural Development Inventory. All BMO Group Heads and their leadership teams completed this initiative by early 2015, inspiring leaders to ensure all people managers at BMO had a similar opportunity to learn about bias and what it means to learn from difference.

Our first goal in this multi-year engagement is to achieve an 80% completion rate of the Learn From Difference module among BMO's 7,000 people managers. The first phase of this initiatives includes a pre-launch to the Human Resources division in November 2015 with a full

enterprise launch in 2016. Our choice to target people managers is deliberate since managers are making decisions every day that impact employees and shape our culture. The e-learning is the first step to ensure managers have the awareness they need to create environments where everyone can be at their best. The Learn From Difference experience has, with the pre-launch, been a resounding success, and because it was created by people managers, for people managers, it has galvanized managers to take steps to act more inclusively. Managers have shared testimonials of how Learn From Difference and Being BMO behaviours have disrupted decisions they were about to make and have led them to take more inclusive approaches—whether in hiring diverse talent, challenging perceptions of flexible work norms, or being more self-aware of how small choices, like the time of day you conduct an interview, can lead to more or less biased outcomes. We share these testimonials on a dedicated online hub for everyone to read. We have found that the lessons of Learn From Difference are regularly woven into our day-to-day conversations—in team meetings, in townhalls, and in online posts and comments.

The program has captured the imagination of managers and employees and contributed to a deeper and inspired understanding of, and appreciation for, diversity and inclusion at BMO. Our 2015 pre-launch to HR, prior to the enterprise launch is also intentional and by design, to ensure HR partners are set up to authentically advocate for, and support active participation in Learn from Difference by business leaders across the bank.



BMO's measures to remove barriers... CONT'D

Holding our leaders—and each of us—accountable

Each year, on behalf of the LCID, the Chief Inclusion Officer, along with the CEO, reports to the Board of Directors on our diversity and inclusion strategy and progress against priorities.

The strength of this enterprise oversight and accountability is supported by D&I Steering Committees in each business group to drive priorities and action plans deep into every area of the bank. Each Committee is chaired by an LCID member who has dual accountability to the LCID and their respective business executive Group Head (Group Heads report directly to the CEO or COO). These leaders are supported by the Chief Human Resources Officers across the bank, each of whom sits as a member of the D&I Steering Committee. D&I Senior Advisors and Strategic Initiatives Managers within each business group provide further support to ensure built-in, sustainable change.

Within each business group, diversity goals are included in the executive Group Head's personal performance objectives, along with the key strategies set out to achieve those goals, and the enterprise tools needed for success. Diversity and Inclusion are also embedded in Being BMO, the company's set of values, which provides guidelines for how we work. Individual employees across the enterprise are measured not only on what they achieve, but how they achieve their objectives, which includes being measured against the Being BMO value of diversity, as part of their annual Personal Performance Assessments.



BILL DOWNE and Chair of the Board ROBERT PRICHARD sign the Catalyst Accord, alongside President and CEO of Catalyst DEBORAH GILLIS

A Diversity Dashboard to keep us on track

BMO is the first financial institution in Canada to launch an automated, on-demand reporting tool called the Diversity Dashboard which tracks progress against workforce representation goals at an enterprise and business group level. The dashboard is refreshed daily, essentially reflecting live data, which enables leaders to assess and respond to changes in real-time. Our Leaders and HR Business Partners across the enterprise have access to our Diversity Dashboard and regularly report progress on diversity and inclusion goals to leaders.

Additionally, a quarterly Diversity Performance Tracker is created and disseminated to leadership, right up to the CEO and Executive Committee to provide an overall representation of the four designated groups at both an enterprise and line of business level. This quarterly report is also posted on our internal Diversity and Inclusion website, which all employees can access. D&I Strategic Initiatives Managers share reports on a regular basis with all members of the D&I Steering Committees within each business group to track ongoing progress. These tools have been instrumental in creating greater transparency and deepening accountability by allowing business leaders to know where they stand and what they personally need to do to strengthen their performance in promoting diversity as a leader.

Achieving sustainable change

These efforts and structure are, by design, built to enable and deepen leader ownership, and to empower employees to create change with leader sponsorship that supports and ensures they have a voice and feel valued, respected and heard. It's how we're transforming structured governance into self-governance—it's how our Diversity and Inclusion strategy is achieving sustainable change.

Removing barriers for Women: A long-standing commitment

Removing barriers for Women

At BMO, we have a long-standing and unwavering commitment to recruit women and advance them in senior leadership roles. Here are some examples of our many current initiatives intended to enhance the recruitment and retention of female talent.

Taking a leading industry stance:

- BMO is a founding signatory of the Catalyst Accord, and has voluntarily committed to a stronger representation of women on its Board of Directors. Currently, 29% of the members of our Board of Directors are women, a rate that is significantly higher than the Catalyst Canada benchmark of 25% and that places BMO in a tie for first place among Canadian banks.
- BMO established a goal of 40% representation of Women in senior leadership roles by the end of 2016, and we are currently on track to achieve this goal.

Strengthening the recruitment of Women includes:

- A requirement that candidate slates must be diverse for all of our senior roles, as reflected in our service level agreements with external executive resourcing firms, which helps to build a robust pipeline of diverse talent.
- A website to attract and recruit female investment advisors in the Retail Wealth Management group, the first website of its kind in Canada
- The development of an active campus recruitment strategy for women graduating from university, and participation in women's events at campus's across the country.

We make every effort to identify and remove barriers that women commonly encounter in their careers, to provide leadership and development opportunities for talented women, and to equip our leaders to recognize and develop women with high potential:

- Executives Meet Directors Program: Directors of BMO's Human Resources Committee of the Board in both Canada and the

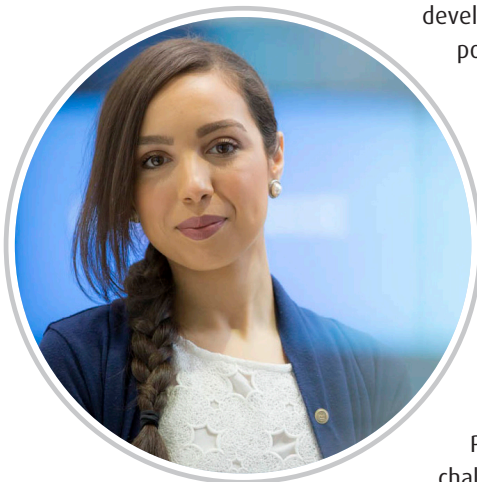
U.S. meet with select BMO Senior Leaders. Human Resources Committee Directors meet 20 to 30 executives per year to foster connections and develop a first-hand point of view on talent, 40% of the participants to date have been women.

- Risk Rotation Program: where we select leaders to gain experience specifically in Risk—nine leaders were identified for 2015 to 2016, four of these leaders are women.
- In 2015, our sponsorship program connected talented women with senior leaders yielded great results, with 88% of protégés receiving a promotion or new stretch assignment. The program is intended to accelerate the development and advancement of Women with high potential by helping them find effective advocates. The initiative is now being launched within lines of business at BMO.

- We identify top talent women, and implement development plans for these women with high potential by applying BMO's progressive talent practices. Every month, we track the number of women who are in senior leadership roles and those who are emerging as leaders in our pipeline. This information is used in leadership planning meetings with senior leaders.

- We arranged *Women in the Pipeline* sessions, led by gender diversity expert Barbara Annis, for BMO's female executives and emerging leaders.

Participants learned about some of the key challenges women commonly experience in the workplace, and were introduced to strategies for career advancement, leadership development and effective work relationships across genders. Participants in these sessions reported a heightened engagement and commitment to BMO and a feeling that they were "being invested in."



Removing barriers for Women CONT'D

- We hosted leadership sessions, inviting Dr. Mahzarin Banaji, Harvard Professor to speak to leaders and employees, on the impact of unconscious bias and how leaders can take steps to raise awareness and change behaviours to make better decisions every day.
- We focused on minimizing the consequences of common gender blind spots or biases that emerge when making decisions related to talent. Leaders across our lines of business receive training that helps them recognize key blind spots when they are assessing women's performance and potential, as well as tools that equip them to make fair and objective decisions related to talent.
- In 2015, our Employee Resource Group, Women in a Supported Environment (WISE), grew to have the largest membership of any ERG with the bank in Canada. The group champions inclusion, connection, development, advancement and support for Women, all of which drive the enhancement of BMO's culture, communities and business results.

Support the recognition and advancement of Women—We're here to help Women inside and outside the bank

In addition to being leader-led and focusing on engagement of our people, BMO's Diversity and Inclusion Renewal Strategy is committed to the advancement of Women—both inside and outside the bank. We recognize that doing the right thing for Women inside the bank means doing the right thing to support and advance Women outside the bank. This mutually reinforcing approach aligns with our efforts to attract and retain the best female talent.

Our innovative efforts to encourage gender diversity outside of the bank, focuses on helping female clients manage their wealth and achieve their own financial well-being, are making a difference on to we have pioneered several Women's market initiatives that are focused on women, including:

- *BMO Celebrating Women* is a BMO-owned community program in support of the advancement of women. It provides a platform to celebrate, to honour and to share stories of successful female entrepreneurs, philanthropists, community activities and change makers who inspire, give, lead and motivate those around them, as well as create networking opportunities among peers. BMO hosted events across Canada to honour female role models. At each event, three local women (unknownst to them) are honoured in the four categories. In 2015, we hosted events in four cities, and in 2016 we are hosting events in eight cities across Canada.
- Women in Commercial Banking Initiative—Working with senior leaders, we acknowledged that BMO needs to attract and retain more women in commercial roles and increase the representation of women in leadership roles. BMO's aim is to bring together like-minded women in a supportive and safe environment where they can learn, share and grow, empowering them to lead by building their confidence in their ability to make a difference in their communities.
- Women in Wealth—Launched in 2014, the Women in Wealth initiative is focused on objectives and outcomes that define BMO as "the bank for women." Plans are currently in place to support the empowerment of women as financially knowledgeable leaders in their communities by offering focus groups, wealth management financial summits and events that assist with retirement planning and money management.
- GroYourBiz—We are the national sponsor of GroYourBiz, an organization for women entrepreneurs who want to take their business to the next level. Members join a local "board" of 15 to 20 women who meet on a monthly basis to provide each other with peer-to-peer advice and feedback. Each board is facilitated by a paid professional moderator.
- SheEO—This new initiative is designed to dramatically transform how we support, finance and celebrate female entrepreneurs. Women's businesses have been significantly under-financed for decades; 4% of venture capital goes to women and less than 1% of corporate procurement goes to women-led companies. SheEO launched a call for Radical Generosity to women across Canada in July 2015 and 500 women (Activators) each contributed \$1,000 to create a pool of capital of \$500,000. BMO women stepped up and to date, there are 76 BMO activators, the single largest corporate partner. The capital raised is distributed to five selected SheEOs in the form of five-year, interest-free loans administered by BMO. Beyond the capital, SheEO Activators also agree to open up their network, leverage their buying power and share their expertise to help grow the SheEO's businesses.

Removing barriers for Women CONT'D

- BMO is the first bank in Canada to offer a *Women in Leadership* Mutual Fund. As the first impact investing mutual fund offered by a Canadian Bank, the BMO Women in Leadership Fund provides investors with the ability to promote change by rewarding gender-diverse companies that have a female CEO or a board of directors with at least 25 per cent female representation.
- In 2014 BMO led the way among the banks by making an additional \$2 billion in credit available to women-owned businesses across Canada over the next three years, demonstrating our commitment to this fast-growing market.
- BMO sponsored Carleton University's ground-breaking study, *A Force to Reckon With: Women, Entrepreneurship and Risk*. The study addresses gender differences in risk-taking behaviours of entrepreneurs and found that the notion of women being risk-averse is unfounded. Women are not only taking on business risk, they're thriving. This work shapes our thinking about how we have more meaningful conversations and support for our clients who own and start businesses.
- Women in Capital Markets (WCM) Partnership—We are the Gold Sponsor for Women in Capital Markets (WCM), a non-profit organization that promotes the entry, advancement and development of Women in the field of Canadian capital markets. Funding is also provided by BMO Capital Markets for the Heather L. Main Memorial Scholarship Fund, which is administered by WCM. This scholarship, along with mentoring and internship programs, builds the practical skills and experience necessary to launch a successful capital markets career. Over time, these programs will augment the pool of talent available for the Canadian capital markets and finance industries. BMO is also a founding sponsor of the WCM Return to Bay Street program, which assists talented women with a previous career in capital markets to re-launch a full-time career in Canadian capital markets after an extended period of absence from the industry. To date, BMO has 11 interns in this program, of which 10 have subsequently been hired full-time.
- Rotman Initiative for Women in Business Sponsorship—We are continuing BMO's sponsorship of the Women in Leadership speaker's series at the University of Toronto's Rotman School of Management. The sponsorship will allow the School to bring some of the world's top leaders and authors to its Toronto audience. Launched in 2008, the series has hosted dozens of distinguished speakers, including Dee Dee Myers, former White House press secretary; Marilyn Carlson Nelson, Chair and CEO, Carlson; and Irene Rosenfeld, former Chair and CEO, Kraft Foods Group Inc., to name a few. Each of these events attracts more than 120 mid- to senior-level executives from around the Greater Toronto Area.

BMO is proud to support organizations that are committed to the advancement of women in the workplace including:

- Catalyst Inc. supporter and research partner—As a corporate member BMO participates in Catalyst programs such as Women On Board mentoring, and being speakers at Catalyst events. Along with being a Catalyst member BMO also plays a leadership role in two distinct ways. Our CEO William Downe is a Catalyst Inc. board director and is also chair of the Catalyst Canada Advisory Board. Lastly, BMO & Catalyst partner on an ongoing basis to promote inclusion for women such as sponsoring Catalyst research documents, Catalyst conferences (ERLI) & Catalyst awards (Catalyst Canada Honors Award).
- Women's Executive Network (WXN)—BMO is a Platinum Corporate Member of this leading Canadian organization dedicated to the recognition and advancement of Women in management, executive, professional and board roles. Emerging leaders at BMO are invited to WXN networking and personal development events throughout the year and across the country.

Removing barriers for Visible Minorities: Spotlight on diverse talent

Removing barriers for Visible Minorities

Our strategy for Visible Minorities is focused on sustaining strong hiring and promotion trends into senior management roles by accelerating and spotlighting diverse talent. Hiring Minorities into senior manager roles is strong and we seek to sustain these efforts which are reflected in our recruiter service level agreements. We have made progress against internal goals we have established, for example, achieving our enterprise Canada goal of 25% Visible Minority representation in senior manager roles in 2015. This increase in senior leadership representation can be attributed to strong hiring and promotion rates for Visible Minorities into senior roles with one third of all hires and promotions in 2015.



Additionally, to support the advancement of Visible Minorities we have focused on diverse talent in our annual talent review discussions to identify individuals with senior leadership potential across the bank.

In 2015, our Corporate Areas piloted a sponsorship program for diverse talent, with a focus on accelerating development for Visible Minorities into senior level roles. This program paired talented individuals with sponsors in their corporate area, with the aim of developing a strong sponsor-protégé relationship over the course of one year through networking and development opportunities. The program is sponsored by the Corporate Areas Diversity and Inclusion Steering Committee, and by a Senior Vice President in our Finance division.

BMO continues to be the exclusive industry sponsor for ACCES Employment's Speed Mentoring program, which helps new Canadian job seekers develop networking skills and make connections through individual coaching sessions with senior leaders. In 2015, BMO participated in our annual Speed Mentoring® Marathon and in 9 Speed Mentoring® events. Over 70 people from BMO participated and nearly 30 ACCES participants were hired by BMO in 2015.

To further assist new Canadians in making this transition, BMO also maintains a number of partnerships with key community agencies. We work with agencies to conduct workshops for newcomers, helping them build important skills for seeking and finding employment, including:

- TRIEC—Toronto Region Immigrant Employment Council
- The Centre for Immigration and Community Services
- The Newcomer Centre of Peel
- Next-Steps Employment Centres
- Chinese Professional Association of Canada

Removing barriers for Aboriginal People: A multi-year approach

Removing barriers for Aboriginal People

We have established a multi-year strategy to recruit and retain Aboriginal People at BMO, including partnerships with external organizations, and robust benchmarks and goals set internally.

In 2012, we set a workforce representation goal for Aboriginal People of 1.5% which we actively strive to achieve through our targeted strategy of ensuring a recruitment focus in Western provinces in Canada, improving the onboarding experience and increasing retention through the establishment of a new peer-to-peer onboarding program for new hires, launching a career mentoring program for Aboriginal employees who have been at the bank for one year or more, and focusing on increased training and resources on Aboriginal cultural awareness. In establishing our strategy, BMO consulted with Dr. Martha Piper, former Board member of BMO Financial Group, for her established experience in working with, and outreach to, Indigenous communities in Western Canada as the President of University of British Columbia.

At BMO, we believe there is a strong relationship between education, employment and income levels, and we take a multi-faceted approach to encouraging Aboriginal students to stay in school. This includes scholarship and internship opportunities, sponsorship of university and college initiatives and support for innovative campus and industry recruitment approaches. We offer bursaries to Aboriginal youth across Canada. In 2015, BMO provided funding for 44 scholarships totalling \$257,800 through the Foundation for the Advancement of Aboriginal Youth/Indspire.

BMO Aboriginal Peer Mentorship Program

Mount Royal University (MRU) received a generous donation from BMO to develop an Aboriginal Peer Mentorship Program to help Aboriginal students experience academic and personal success. Through sharing of cultural tradition and values, the BMO Aboriginal Peer Mentorship Program provides peer-to-peer mentorship experiences for Aboriginal students at Mount Royal

University. Recognizing the importance of supporting students as they transition into university, this program empowers both the mentor and mentee to establish relationships and hone their academic skills through education, culture, community and wellness and has proven successful in supporting Aboriginal students to succeed.

To promote employment for the Aboriginal community at BMO, we have been working directly with the following organizations, developing partnerships, posting roles and taking part in career fairs and hosted events:

- Algonquin College Career Expo/interviews
- Aboriginal Campus Events (BC)
- Kagita Mikam-Akwasasne Community Fair (EOD—Akwasasne Employment Career Center Ottawa)
- Niagara Peninsula Aboriginal Board Career Fair
- Mohawk College Power Lunch
- Stó:lō Aboriginal Skills & Employment Training (SASET) Career Fair

In addition, in 2015 BMO participated in the Aboriginal Human Resource Council's annual Inclusion Works 2015 with a specific focus on hiring for P&C Canada conducting on-site interviews with over 35 individuals who were then presented to recruiters for current and future openings. We target Aboriginal People at recruitment events and use direct outreach to the Aboriginal communities across Canada with a dedicated email for recruitment inquiries: Aboriginal.recruitment@bmo.com. Inclusion Works '15 theme: Empowering Performance—is an organizational wide goal to create, sustain and advance inclusion by taking a strategic focus to improve Indigenous hiring, talent management, and business development, while also enhancing community relationships.

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 many are staffed by members of those communities. This presence reflects a valued business relationship and also provides local employment opportunities.

BMO continues to be the lead sponsor for the Six Nations Polytechnic Library fund, which will reach \$160,000 over the next couple years.

In addition BMO was proud to be recognized by the Canadian Council for Aboriginal Business as an accredited gold-level Progressive Aboriginal Relations company for our efforts to build a mutually beneficial, sustainable relationship, from a business, employment, community investment & engagement perspective.

Removing barriers for People with Disabilities: Barrier-free accommodation

Recruitment and outreach

In 2012, we established a goal of 3.8% workforce representation in Canada for People with Disabilities and our recruitment efforts and partnerships, such as those noted below, together with internal initiatives such as the Count Me In program is a great contributor towards this goal.

BMO diversity recruitment specialists work with many community agencies and a number of employment offices to support our recruitment efforts and to match job seekers with available roles, including:

- Lime Connect
- JVS
- March of Dimes
- JOIN
- LinkUp
- The Workplace Essentials Skills Program

These organizations focus on interview and job-ready workshops for their candidates, which can lead to the referral of candidates to various roles and opportunities.



Justine Fedak, Senior Vice-President and Head of Brand, Advertising and Sponsorships for BMO Financial Group, a very active community member, and someone who has been living with multiple sclerosis since 2001.

Count Me In—raising awareness on Persons with Disabilities in the workplace

In 2012, we developed Count Me In, a BMO initiative to encourage all people at BMO—particularly those with a disability—to self-identify on our Diversity Workforce Survey and help to foster a culture of inclusion.

This survey helped us to see where we stand and whether our workforce reflects the communities where we live and work. We raised awareness of the initiative and encouraged participation through events and an internal website with videos, interactive learning activities and support tools for managers and all people at BMO. In addition, Count Me In has helped BMO our people feel confident that they can be their authentic selves at work. Tools and resources are available through the BMO Intranet highlight the importance of “counting yourself in”. Included on the Count Me In

site are key messages, team guides, accommodation information, as well as information on how to successfully hire and lead people with disabilities. A video entitled “Learn from Difference: An Employee’s Story” was highlighted in the 2015 campaign. This video demonstrates how BMO has created an accessible working environment for one of our people with a disability, showcasing how small adjustments in the workplace can make a large impact for people.

Removing barriers for People with Disabilities CONT'D

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 is centralized within Human Resources in a team that is accountable for the end-to-end process: assessments, coordination and fulfillment of accommodations. Our Workplace Accommodation Advisor works with both employees and managers to ensure the successful implementation of solutions for workplace accommodation. This approach expedites the response time for accommodations and provides a single point of contact, resulting in better support, including:

- Addressing visual, hearing, dexterity and learning disabilities with solutions such as large-screen monitors, JAWS, ZoomText, sound baffles, ASL interpreters, closed captioning, note takers, electronic organizers, Kurzweil, learning strategists and employment coaches

- Supporting employees with muscular, skeletal and circulatory conditions with ergonomic chairs, motorized sit/stand desks and workstation modifications
- Facilitating communication for employees who are deaf, deafened or hard of hearing with BlackBerry devices and a dedicated help desk email address for their exclusive use
- Facilitating access to occupational therapists to assess and recommend workplace accommodations for people with non-visible disabilities, such as mental illness

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

Scholarship and internship programs

We continue to offer 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 programs that can lead to a permanent role as a Financial Services Manager with BMO. In 2015, we hired a total

of 80 Persons with Disabilities through our various partners. New employees in our lines of business were partnered with more experienced people during their first few weeks of work in order to ensure a smooth transition.

Strengthening our commitment to diverse segments

Monitoring diversity in the recruitment process

It starts with a transparent approach to sourcing talent. Each year, BMO recruits an average of 7,000 new people. On this scale, sourcing diverse talent requires a strategic approach. We insist on diverse hiring slates at every grade level. Starting at the campus level, we attend and host networking and recruiting events with the student organizations on campuses, partnering both regional and national diversity community organizations. We also work closely with our ERGs to participate in recruitment and networking events, as well as provide insights into our recruitment outreach.

We are committed to our people reflecting the communities in which we live and work, and we want to make sure we have the right people in the right roles to meet our customers' needs. Tapping into the broadest possible talent pool is essential to recruiting a diverse workforce. That's why we highlight BMO employment opportunities through internal postings and on our external site (bmo.com), as well as through national and diversity job boards and local, in-branch marketing. We also dedicate role postings specifically to candidate with disabilities and Aboriginal candidates, further targeting our focus on ensuring we achieve strong diversity in our hiring. We monitor BMO's success in attracting designated groups, tracking the diversity of the candidate pool from the start of the recruitment process through to the presentation of candidates to the leaders who make the hiring decisions.

To help support diverse candidate slates at senior levels, we have implemented an enterprise-wide process for sourcing, hiring, and onboarding for Managing Director roles, the feeder pool for the most senior executive roles in the bank, to strengthen diversity, transparency and accountability in the senior leadership hiring process across the bank. Hiring Managers play a vital role since they are the ones conducting interviews and selecting candidates. We ask our hiring managers to plan for diversity and to start by assessing their team's diversity gaps.

To support and build recruiter capability in diversity and inclusion, we developed training which provided an overview of our diversity objectives, the importance of inclusion in the recruitment

process and information on each of our diverse segments. This initial training is being supplemented by the tips we've co-created with our talent acquisition partners, specifically focusing on the end-to-end recruitment process.

Additionally, we also negotiate strong service level agreements with external sourcing firms. At the executive level we require a minimum of one in three candidates to be diverse. We negotiate specific diversity objectives with our main external recruitment company to deliver results for each distinct diverse segment. To further support the diversity of our pipeline at all levels across the bank, we are refining how we evaluate our diversity recruitment sources to ensure an effective return on investment. To better track how and when candidates apply through diverse sourcing partners, we are implementing a source code to link candidates back to external channels. This will enable us to take a more targeted approach to attracting and hiring diverse candidates with greater effectiveness across Canada and the U.S.

In all our outreach, we use social media marketing strategies to engage students and potential employees from diverse backgrounds and we've successfully established a presence and following in this space. We partner with Lime Connect, a not-for-profit organization that focuses on recruitment events, to reach out to university students and alumni with disabilities. We also actively promote diversity and inclusion on our LinkedIn presence, and we participate in diversity recruitment forums and groups.

Strengthening our commitment... CONT'D

Diversity & Inclusion embedded into enterprise learning

Managers have an important role to play in the recruitment process. We encourage our leaders to plan for diversity, and look for gaps in their team, to conduct interviews with diverse candidates, and to ensure diverse candidates have been considered. These managers are asked to complete a detailed survey that assesses their recruitment experience, with a specific question confirming whether the recruiter discussed options for broadening the diversity of the candidate pool. These survey results help us maintain our focus on recruiting from all groups, and managers work hand in hand with recruiters to achieve this goal.



We provide training for BMO managers focused specifically on hiring and engaging a diverse workforce. D&I is embedded in BMO's learning programs, run by BMO's Institute for Learning, such as orientation programs and leadership courses for individual contributors. BMO also has a series of leadership development programs, which embed diversity as a core concept, such as the Leading Diverse and Inclusive Teams module. This is a dedicated

learning module where participants are brought together to focus on building and leading diverse teams and what that means to them as a leader at BMO. Additionally, diversity and inclusion is a core element of our Senior Leadership Development Program, with a full half-day set aside to understand how diversity and each person's style can be effectively leveraged by leaders on an everyday basis.

Student programs

BMO continued its 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 ultimately offer permanent positions upon graduation.

Through summer internships, co-op placements and roles for new graduates, we give students a chance to learn and grow in a dynamic environment, building their network and developing key skills for their career. Interns get support through training and on-the-job coaching, and we create opportunities to build relationships with their peers, managers and BMO leaders. This differentiated experience sets BMO apart—and it shows. Our interns return,



year after year, as they complete their degree, bridging into full-time roles once they graduate. In 2015, BMO hired a total of 209 summer interns from various universities and colleges:

- 45% Women
- 4.8% Aboriginal People
- 5.7% People with Disabilities
- 26.3% Visible Minorities

Strengthening our commitment... CONT'D

Catalyst partnership

In 2015, BMO partnered with Catalyst to host the second annual corporate learning conference focused exclusively on providing Enterprise Resource Group leaders from around the world with the critical skills, knowledge and resources they need to function as inclusive leaders who can drive inclusion across their organizations. The program hosted nearly 180 members of Enterprise Resource Groups from companies across industries in May 2015 at BMO's Institute for Learning.

Additionally, with a strong desire and commitment shared between BMO and Catalyst, we have collaborated on driving a long term diversity strategy for millennials. The Millennial Leaders Advisory Council (MLAC) is the first step together towards this longer term effort. In November 2015, BMO and Catalyst Canada held the first ever MLAC forum with BMO contributing nearly \$80,000 to fund this initiative for future leaders. Objectives of MLAC:

- Create an opportunity to discuss inclusive workplace and the advancement of Women among high-potential millennials
- Educate millennials about the business case for inclusion—inspire them to be agents of change, to feel empowered and engaged
- Identify solutions re: how to build inclusive workplaces for the future

Progress in BMO Capital Markets

In 2015 BMO Capital Markets refreshed the D&I governance model and leadership accountability through a new D&I Steering Committee. The committee provides oversight on the Capital Markets D&I agenda and strategic priorities, and, drives execution on commitments, such as a refreshed sponsorship program.

BMO Capital Markets participated in an external benchmarking survey in 2015, conducted by Women in Capital Markets and PriceWaterhouseCoopers, BMO Capital Markets ranks in first or second place among seven Canadian peers in the representation of women in front line roles at senior levels, including Managing Director, Director and Vice President.

BMO Capital Markets is proud to support the Equity Through Education program, 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 set of charities that provide scholarships to deserving individuals representing four diversity groups: Women, Visible Minorities, People with Disabilities and Aboriginal People.

Since the launch of the program in 2005, Equity Through Education has raised a total of \$16.3 million and has assisted more than 3,000 students. To date, BMO Capital Markets has hired seven people full-time through the Equity Through Education program and provided internship opportunities to eight students. In 2015, the proceeds were directed to the following charities:

- The Loran Scholars Foundation
- Financial Women's Association
- The Jackie Robinson Foundation
- Knowledge Is Power Program
- Lime Connect
- Imperial College of London
- Indspire
- Women in Capital Markets Return to Bay Street Program as the founding sponsor

BMO Capital Markets continued its successful Mentorship Program in 2015, which facilitates connections that might not naturally occur in the course of business. Through this program, our leaders have an opportunity to observe and foster the abilities and potential of junior professionals from outside their usual circles. These new networks encourage diversity of thought, career development and a more inclusive workplace culture.

Positive policies and practices

Enterprise Resource Groups

BMO's Enterprise Resource Groups (ERGs) are made up of passionate employees who volunteer their time to drive inclusion and turn diversity into a strategic advantage. Now supporting thousands of our people from across all businesses and levels, BMO's 11 ERGs bring together people with similar affinities, including Women in a Supported Environment, BMO Pride for LGBTQ employees, an Aboriginal ERG, and Mosaic which celebrates Canada's multi-culturalism.

Each ERG has an executive sponsor who acts as a champion and advocate across the enterprise. To ensure a strong connection between LCID and ERGs, an executive sponsor and ERG member presents at each bi-monthly LCID meeting to build greater linkages and enable not only top-down change, but also bottom-up transformation. With some of the highest employee engagement scores and promotion rates across the bank, they are passionate individuals who help make inclusion a daily reality at BMO.

Since 2012, our ERGs have evolved from grass-roots awareness networks to strong engagement vehicles that help shape new market and business acquisition strategies, so much so that in 2015, BMO hired a full-time role dedicated to ERGs, ensuring a strong strategic and integrated approach across the enterprise. ERGs galvanise thousands of BMO's people to speak up and take a courageous stand to demonstrate our commitment to all inclusion and making all of our people and customers feel valued and respected. All ERGs are held accountable to deliver results. They source and recruit diverse talent and facilitate partnerships with external organizations. We estimate that 15-20% of the recruitment of diverse talent to BMO is due to ERG effort—that's approximately 500 new diverse candidates a year.

These employees develop inclusive leadership skills as they engage their colleagues on diversity and inclusion and reach out to communities. We have five active ERGs with many chapters across Canada. The mandate and accountability of ERGs has evolved significantly, with a tri-focused mandate agreed to across ERGs, consisting of three pillars: Market Engagement; Being BMO-Learn from Difference; and Professional Development. Each ERG has Executive Sponsors who are fully engaged in the ERG and help to support, raise awareness, and provide leadership and accountability.

We also host events that bring the various BMO ERGs together. These events show our people, potential employees, customers and other stakeholders that BMO truly values diversity and supports inclusion. In 2015, these groups hosted more than 100 events with 5,000 of our people and customers in attendance. A description of each of our Enterprise Resource Groups across Canada is summarized below.

BMO Without Barriers (BWB)

BWB is a BMO Enterprise Resource Group committed to removing barriers and increasing access for employees and customers with both visible and non-visible disabilities. Within the current group, there are dedicated sub-committees that focus on the specific needs of our employees. We plan to add to those sub-committees to ensure full representation of all populations.

BMO Pride

BMO Pride is an enterprise-wide group of lesbian, gay, bisexual, transgendered, queer, questioning (LGBTQ+) and allied employees who are committed to promoting an equitable and inclusive environment for all. In 2015, BMO Pride led an incredibly successful internal campaign for International Day of Pink, to raise awareness about Bullying, Discrimination, Transphobia, and Transmisogyny. Our people from across Canada wore pink to raise awareness, and over 4,200 pink BMO t-shirts were sold across the company with dozens of branches participating in the awareness raising initiative.



Positive policies and practices CONT'D



Women In a Supported Environment (WISE)

WISE was established in Canada in 2014. It is a community of people who champion the inclusion, connection, development, advancement and support of women for the betterment of BMO's business, communities and culture. It has rapidly grown to be the largest ERG in Canada.

Mosaic

This ERG was formed to celebrate the Canada's rich multi-cultural heritage and growing cultural diversity and aims to engage employees across Canada. Two founding co-executive sponsors were appointed in 2015 to lead this initiative across the country.

Aboriginal Enterprise Resource Group (AERG)

Launched in celebration of National Aboriginal Day in June 2015, this ERG aims to engage Aboriginal employees and celebrate and raise cultural awareness and understanding among BMO employees of Canadian Indigenous people, history and culture.

Employee communication

Simon Fish, BMO's General Counsel, serves as the bank's Executive Diversity Champion and leads BMO's efforts to ensure that each of the bank's business groups have accountable executives that are fully committed "to driving performance by being the leader in diversity", promoting business-specific diversity initiatives, and reporting quarterly on the progress of business specific diversity goals to LCID.

BMO prioritizes communication on diversity and inclusion with our people, which reinforces the message that a diverse and inclusive workplace reflects one of BMO's core values—*Diversity, Learn from Difference*:

- BMO's leaders speak frequently on the topic of diversity at quarterly town halls and conferences, through blogs and emails
- The bank's Executive Diversity Champion sends a quarterly e-update, called "Diversity Matters", to everyone at BMO, to share progress and promote participation in diversity and inclusion initiatives
- BMO continuously introduces new methods and tools to promote learning and conversation on building a diverse workforce and an inclusive workplace. In 2015, the bank launched a meeting point blog for everyone to view and comment on executive messages and blogs, and an online learning hub for managers' that offers an exciting space for knowledge and resources to share with their teams on what it means to learn from difference.

Internally, our Diversity and Inclusion intranet is a key vehicle we use to communicate to everyone at BMO. The site keeps all informed about BMO's Diversity and Inclusion events and initiatives, encouraging engagement, sharing stories and showcasing champions of our vision, values and brand. Internal communications are also supported through additional channels:

- Tip of the month, hiring guides and diversity and inclusion videos
- Links to articles and quarterly updates on our progress
- Information on upcoming enterprise events and guest speakers
- Enterprise Resource Group microsites, with invitations and links to their events

Positive policies and practices CONT'D

BMOPulse—annual employee survey

Three years ago, we renewed our enterprise-wide employee survey—*BMOPulse*—to reach a deeper understanding of what matters to our people. The survey is available online and is accessible to those who use adaptive technologies such as JAWS and ZoomText.

In 2015, 88% of BMO's people participated in *BMOPulse*, an increase of two percentage points from the previous year. Our engagement score also rose by one percentage point to 82% in Canada. These figures demonstrate growth in our agreement and high agreement scores.

We compare our results to leading companies and North American and global financial institutions to help us understand how we measure up against the best. We watch for trends in our year-over-year results that can gauge our progress. We also look for deeper insights on specific issues with our shorter, targeted *Pulse Check* surveys. The renewal of this approach is enabling us to identify key levers unique to BMO and to each of our business groups that drive engagement. Managers use these insights to collaborate with their teams in developing action plans that address feedback, track progress, share results, and measure outcomes.

Employee perceptions of diversity and inclusion (those of both the entire population and specific designated groups) are also important in assessing our progress toward building an equitable and supportive workplace. We continue to monitor these perceptions through a *Diversity and Inclusion Index* comprised of key questions in the *BMOPulse* survey. Our research shows that the index is strongly related to the Employee Engagement Index (EEI), with heightened perceptions of diversity and inclusion at BMO having a positive effect on the EEI and retention. The D&I Index in the survey invites comments on these assertions:

- 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 Inclusivity Index (i.e. our overall measure of the degree to which our people feel valued, respected and heard) score across Canada was strong again in 2015 at 83%, up from 82% in 2014 and exceeding scores of North American and global financial institutions and leading companies.



Positive policies and practices CONT'D

Family-friendly policies

It can be difficult to balance the demands of work and personal life. At BMO, we ensure our people have the time and space they need to focus on their families during challenging times. If we are able to help alleviate their worries, our people will be able to feel confident their families are well cared for, which will in turn allow them to stay focused at work.

Our supportive programs, policies and initiatives include:

- *People Care Days*, which provide paid time off to address personal matters that cannot be scheduled outside of work hours
- *Flexible Work Arrangements*, which give the opportunity to work offsite, work shortened weeks and/or share jobs
- *Multi-purpose* quiet rooms that meet the needs of people at BMO, such as privacy for nursing mothers, and to accommodate faith practices, such as multi-faith prayer, meditation and the pursuit of spirituality.
- *Maternity and Parental leaves* provide birth mothers with up to 17 weeks of maternity leave. New mothers can also choose to take an additional 35 weeks of parental leave, for a total of 52 weeks leave. BMO also provides fathers and adoptive parents with up to 37 weeks of parental leave.
- *Compassionate Care Leave* which provides up to 28 weeks of unpaid, job-protected leave if an employee needs to temporarily be away from work to provide care or support to a family who is gravely ill with a significant risk of death.
- *Bereavement Leave* which provides paid time off to help cope with the loss of an immediate family member or close friend dies.
- *Personal and Family leaves* that enable our people to meet their personal needs outside of work by taking an extended unpaid leave of absence for a wide variety of purposes, such as:
 - a. Pursuing an employment transfer to a new location, or accompanying your spouse/domestic partner if he/she is transferring to a different geographic location.
 - b. Dealing with personal loss or tragedy.
 - c. Family responsibilities

In addition to these programs, our Employee Assistance Program, *LifeWorks*, offers a wealth of resources such as, blogs, online toolkits, videos, podcasts, articles, self-assessments, interactive programs, as well as confidential counselling services to employees and their eligible dependents. From everyday needs through to life's big transitions and in times of crisis, Lifeworks is available online, in person or by phone, 24 hours a day, seven days a week. It can help with:

- Day-to-day needs, like finding a community resource, or creating a will
- Emergency back-up childcare services
- Support or resources for major life events, like having a baby or becoming an empty-nester
- Confidential counselling services
- Support for ongoing family challenges, such as our partnership with Mount Sinai Hospital to provide the Working CARERS program to support people who are caring for family members with Alzheimer's/dementia.



Managers can also access LifeWorks to support them in their role as a manager. Through LifeWorks managers have access to many valuable resources such as:

- Management consultation services designed to assist on a variety of matters including organizational change, communicating with their teams, time management etc.,
- Online resources devoted to managers
- Seminars on a wide range of topics that can be delivered to teams
- Critical incident and on-site support

Conclusion: An inclusive workplace for an inclusive Canada

At BMO, we understand that a diverse workforce and an inclusive environment lead to better ideas, better debate and better decisions—helping us to truly serve customers everywhere we do business. In 2015, we earned recognition for BMO’s commitment to diversity and inclusion with several external awards including:

- 2015 Canada’s Best Diversity Employers, Mediacorp Inc.
- 2015 Human Rights Campaign Corporate Equality Index—Best Places to Work 2015
- 2015 Best Places to Work for LGBT Employees, Human Rights Campaign Foundation
- Universum 2015 Top 100 Ideal Employer in Canada
- Minority Corporate Counsel Association Award—Diversity Employer of Choice
- Prix Lui Pour Elle: Jacques Menard, Gouvernance au Féminin—in recognition of his support for equal opportunities for women
- Justine Fedak, Senior Vice-President and Head of Brand, Advertising and Sponsorships, was presented with the 2015 Dalhousie Lifetime Achievement Award.
- BC Workplace Inclusion Award: Organizational Diversity/Inclusive Culture Champion/Large BC Business 2015

- Employer of Persons with Disabilities Award of Distinction—BMO Group/Calgary, Alberta Chambers of Commerce

Building on BMO’s rich history, we will continue to execute our strategic diversity and inclusion agenda to drive leading engagement, loyalty and growth—and to ensure all of our people and customers feel valued, respected and heard.

