

2016 Employment Equity Narrative Report

BMO Financial Group (BMO)

General overview

Established in 1817, BMO Financial Group is a highly diversified financial services provider based in North America. With total assets of \$719 billion as of April 30, 2017 and more than 45,000 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. As we mark BMO's bicentennial, it's an opportunity to reflect on our proud 200-year legacy while looking to build a future that deepens this strong foundation of great customer service and employee engagement.

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 (D&I) 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 45,000 employees to generate a 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

Five years ago, we launched a multi-year renewal strategy founded on a vision to drive business performance through leading diversity and inclusion programs, initiatives and practices. This North American strategy focused on transforming BMO's senior leadership ranks, talent pipeline, and organizational culture through innovative D&I strategies. We established workforce representation goals for 2016, and launched enterprise programs aimed at building an inclusive work environment that drives employee, customer, and business goals across the organization.

At the culmination of this multi-year strategy in 2016, we achieved a key goal set in 2012: to have women represent 40% of our senior leadership. This success has been driven by strong hiring and promotion practices, resulting in BMO being recognized as an industry leader in Diversity and Inclusion.

Representation of women remains significant at all levels at BMO, with a strong overall representation rate of 57.7%. The representation of women in executive and middle management roles continued to be well above external availability in 2016,

and we have increased the share of women hired overall in 2016 relative to 2015.

Representation of women at the company overall remained steady (57.7% in 2016 from 57.8% in 2015), and we significantly increased the proportion of women in executive roles to 44.2% in 2016 (16.8 percentage points above Canadian availability) from 40.7% in 2015. Further gains were made in several other categories, such as Professionals and Supervisors. See below for summary.



Highlights of representation for women in 2016

Occupational group	Representation of Women in 2015	Representation of Women in 2016
Executive	40.7%	44.2%
Professionals	43.3%	44.4%
Supervisors	56.3%	58.6%
Intermediate Sales	73.8%	74.0%

Highlights from share of promotions for women in 2016

Occupational group	Share of women getting promoted in 2015	Share of women getting promoted in 2016
Executive	42.9%	62.5%
Middle management	54.5%	56.3%
Professionals	45.4%	47.3%
Skilled Sales	62.2%	68.3%

Statistical progress CONT'D

Minorities

Overall representation of Minorities increased year over year, from 35.8% in 2015 to 36.2% in 2016. We also exceeded our 2016 goal of 25% representation of Minorities in senior management roles across Canada, standing at 26.5% by the end of 2016.

The representation of Minorities at BMO continues to be above external availability in most major Employment Equity Occupational Groups (EEOGs). We also continue to increase the representation of Minorities in several job grade categories, including an increase of middle management representation from 30.0% to 31.1%.



Highlights of representation for Minorities in 2016

Occupational group	Representation of Minorities in 2015	Representation of Minorities in 2016
Middle management	30.0%	31.1%
Semi-Professionals, Technicians	34.2%	38.1%
Supervisors	49.5%	50.9%
Admin Sr. Clerical	33.6%	34.1%

We have seen increases in Minority representation in the share of hires overall and in several EEOG categories in 2016, including Middle management (38.5% in 2016, up from 37.1% in 2015) and Professionals (40.9% in 2016, up from 38.5% in 2015). Additional details on hiring and promotion shares of Minorities by EEOG category are highlighted below.

Highlights from share of hires for Minorities in 2016

Occupational group	Share of Minorities hired in 2015	Share of Minorities hired in 2016
Middle management	37.1%	38.5%
Professionals	38.5%	40.9%
Supervisors	50.2%	53.2%
Admin Sr. Clerical	33.0%	35.3%

Highlights from share of promotions for Minorities in 2016

Occupational group	Share of Minorities promoted in 2015	Share of Minorities promoted in 2016
Supervisors	42.7%	43.0%

Indigenous Peoples

We work closely with our BMO business and Human Resources partners to increase the representation of Indigenous Peoples with a focus on recruitment and retention.

Representation of Indigenous Peoples in the Supervisors, Admin Sr. Clerical, and Skilled Sales EEOG categories rose year over year from 2015 to 2016. We continue to focus on strengthening hiring and retention practices in order to increase Indigenous representation in several EEOG categories.



Highlights of representation for Indigenous Peoples in 2016

Occupational group	Representation of Indigenous peoples in 2015	Representation of Indigenous peoples in 2016
Supervisors	1.1%	1.2%
Admin Sr. Clerical	1.8%	1.9%
Skilled Sales	0.5%	1.0%

Additional details on promotion shares of Indigenous Peoples by several EEOG categories are highlighted below, with the most significant gains in the skilled sales categories.

Highlights from share of promotions for Indigenous Peoples in 2016

Occupational group	Share of Indigenous Peoples promoted in 2015	Share of Indigenous Peoples promoted in 2016
Middle management	1.2%	1.6%
Skilled Sales	0.0%	2.4%
Intermediate Sales	0.8%	1.1%

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 sustained efforts of an annual awareness campaign for all employees that promotes inclusion, addresses stigmas that exist and removes barriers to encourage individual self-identification in BMO's diversity workforce survey, in particular, for Persons with Disabilities. This campaign contributed to a strong year-over-year increase in workforce representation from 3.8% in 2015 to 4.1% in 2016, surpassing our 2016 goal for Persons with Disabilities across Canada.

We continue to focus our efforts to increase hiring of Persons with Disabilities within the various EEOG categories. Most notable gains were made in the representation and promotion of Persons with Disabilities in Middle Management in 2016. See table below for further highlights on representation and promotions.



Highlights of representation for Persons with Disabilities in 2016

Occupational group	Representation of persons with disabilities in 2015	Representation of persons with disabilities in 2016
Middle Management	4.4%	5.3%
Professional	3.0%	3.2%
Admin Sr. Clerical	4.4%	4.6%
Skilled Sales	1.4%	1.5%
Intermediate Sales	3.1%	3.4%

Highlights from share of promotions for Persons with Disabilities in 2016

Occupational group	Share of persons with disabilities promoted in 2015	Share of persons with disabilities promoted in 2016
Overall	3.0%	3.5%
Middle Management	3.2%	4.3%
Professionals	2.3%	2.9%
Admin Sr. Clerical	3.3%	3.7%

BMO's measures to remove barriers – 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.

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Our diversity and inclusion 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 on 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.

Established in 2012, the Leadership Committee for Inclusion and Diversity (LCID) has refocused our efforts to build a diverse workforce and an inclusive workplace. The committee is comprised of executives from across the bank who, in partnership with the Co-chairs, have led an ambitious agenda for change. They 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. We measure our progress by setting goals, establishing action plans and creating diversity and inclusion programs to support Women, Persons with Disabilities, Minorities, Indigenous Peoples, the LGBT+ community and other groups.

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.

The LCID established a clear vision to drive performance by being a leader in diversity and inclusion through five key strategic priorities, established in 2012. These key strategic priorities outlined below have stood the test of time and remain our guiding principles for sustainable change today.

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 makes 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
- 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

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 Learn from Difference, 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 has tapped managers and partners from every business group 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 customer-facing retail and business banking 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 everyday examples our managers can relate to. The Learn from Difference initiative was also inspired by our leaders, who underwent an immersive inclusive leadership capability-building experience focused on self-assessment and individualized coaching, called the Intercultural Development Inventory. All BMO Group Heads and their leadership teams completed this initiative, 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 was to achieve an 80% completion rate of the non-mandatory Learn from Difference module among BMO's 7,000 people managers - a goal that we surpassed, having achieved 84% completion. This success was driven by a leader-led approach in which senior leaders advocated for the learning. As a result, in many cases, not

only managers, but entire teams, participated. By the end of 2016, a third of the bank had completed the e-learning.

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 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. In fact, 97.5% felt confident they could apply what they learned in their everyday activities.

Managers have shared testimonials of how Learn from Difference and Being BMO behaviours have disrupted decisions they were about to make. They are taking 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 shared 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 town halls, 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.



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.

Diversity goals for each business 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.

A Diversity Dashboard to keep us on track

At BMO, we ensure transparency for our leaders so they know where they stand against our diverse workforce representation goals. 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 to provide an overall representation of the four designated groups at both an enterprise and business group 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

At BMO, we have a long-standing and unwavering commitment to recruit, develop and advance women 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 both the Catalyst Accord and Catalyst CEO Champions For Change, and voluntarily committed to a stronger representation of women on its Board of Directors in 2013. Currently, 36.4% of the members of our Board of Directors are women, a proportion that is significantly higher than the Catalyst Canada benchmark of 25%.
- In 2016, BMO reached a five-year goal of achieving 40% representation of women in senior leadership roles.

Strengthening the recruitment of Women includes:

- To help build a diverse talent pipeline, we require diverse candidate slates for all of our senior roles as reflected in our service level agreements with external executive resourcing firms.
- We built a website to attract and recruit female investment advisors in the Retail Wealth Management group, the first website of its kind in Canada.
- We developed an active campus recruitment strategy for women graduating from university, and have participated in women's events at campuses 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 Board in both Canada and the U.S. meet with select BMO Senior Leaders. 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.



- Our sponsorship program connects high-potential diverse talent with senior leaders yielding great results, with more than 85% of protégés being on succession slates and more than 80% receiving a promotion or new stretch assignment. The program is intended to accelerate the development and advancement of diverse talent by helping them find effective advocates. The success of the enterprise program has resulted in sponsorship programs being established in individual business groups, facilitating deeper reach into the talent pool, with a total of 145 pairings across all groups since 2015.
- 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 focused on minimizing the consequences of common gender blind spots or biases that emerge when making decisions related to talent. Leaders across our business groups 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.
- Our Employee Resource Group (ERG), Women in a Supported Environment (WISE), has the largest membership of any of BMO's Canadian ERGs. 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 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.

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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.

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.

Building on our strong internal belief in the value of diverse teams and women in leadership, in 2016, BMO increased our focus on the nuances in the different customer needs of our female clients. We have created a team dedicated to developing an understanding of the wealth and business needs of women and have consolidated our customer-facing women-focused initiatives under the umbrella: BMO for Women.

The BMO for Women team is focused on identifying experiences that are important to female investors and entrepreneurs, providing guidance to our businesses in how to deliver those experiences:

1. Supporting, connecting and working with women-owned businesses is essential to our customers, their families, and the economy as a whole. BMO has taken a number of additional steps to help support and connect with women business owners:
 - Creating training for our customer-facing employees on the outcome of our research and how they can develop a better understanding of female business owner needs to deliver a better customer experience to them.

- Developed a one and a half day workshop, The Entrepreneur's Imperative: providing women entrepreneurs with effective new ways of thinking strategically, leading change, developing plans-of-action, perspectives on financing and running a business, and networking with like-minded women entrepreneurs.
- Enabling mentorship and networking opportunities by partnering with organizations that enable women to support and mentor one another:
 - Founding 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. BMO sponsors GroYourBiz in their Canadian and US initiatives.
 - Canadian sponsor of Women Presidents' Organization (WPO), the premier membership organization for women presidents & CEOs of privately held, multi-million dollar companies. Forming confidential and collaborative peer learning groups, the WPO accelerates business growth, enhances competitiveness, and promotes economic security. It is the ultimate destination for successful women entrepreneurs. WPO has fourteen chapters across Canada.
 - Founding sponsor of SheEO, an initiative 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 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 more than 100 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

2. BMO for Women also has plans in place to support the empowerment and education of women investors to enable them to be financially knowledgeable leaders in their communities by educating and engaging them:

- Partnering with Kathleen Burns Kingsbury, a wealth psychology expert, to create educational podcasts relevant to the concerns of female investors, leaders and entrepreneurs. Podcast topics have included Philanthropy, Women and Retirement, and Leadership.
- Creating a BMOforWomen.com website in order to provide a destination for women to seek out educational content.
- Launching of a goal-setting workshop focused on enabling women to concentrate on identifying their personal, professional and wealth goals and to better articulate them during the financial planning process.
- Seeking out research and partnership opportunities to further our thought leadership in the women's 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. In 2017, BMO will also be partnering with Carleton University and The Beacon Agency for a follow-up study on how women entrepreneurs innovate.

3. 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 activists 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 (unknown to them) are honoured in the four categories. In 2016, we hosted events in eight cities across Canada.

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.

- 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.
- 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 in Toronto, and the Financial Women's Association's (FWA) Back 2 Business program in New York. Both assist 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 had 15 participants in Return to Bay Street. Of the 11 that have completed the program (four are still in progress), nine were subsequently hired full-time. Back 2 Business will launch in 2017.
- 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.

Removing barriers for Minorities

Our strategy for Minorities is focused on sustaining strong hiring and promotion trends into senior management roles by accelerating and spotlighting diverse talent. Hiring of 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 established internal goals. For example, we have stayed above our enterprise Canada goal of 25% Minority representation in senior manager roles, which was first achieved in 2015.

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

In 2016, following a successful pilot in 2015, our Corporate Areas are continuing with a sponsorship program for diverse talent, with a focus on accelerating development for Minorities into senior level roles. This program pairs 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 our Deputy General Counsel and Chief Administrative Officer in our Legal, Corporate and Compliance Group (LCCG).

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. Over the last sponsorship year, BMO had more than 135 mentor volunteers at 13 Speed Mentoring® events in Toronto and Peel and 10 volunteers who participated in en Français Speed Mentoring® events. BMO's participation in the French events included mentors from Ottawa and Kingston. At the annual Speed Mentoring® Marathon, Andrea Hazell was our keynote speaker from BMO. As a result of these efforts, more than 30 ACCES participants were hired by BMO in 2016.



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 Indigenous Peoples

We have established a multi-year strategy to recruit and retain Aboriginal and Indigenous Peoples at BMO. This includes strengthening partnerships with external organizations, a targeted strategy of ensuring recruitment across Canada, but with a focus in Western provinces and introducing new programs to strengthen retention. To improve the onboarding experience and increase retention in 2016, we piloted a new peer-to-peer onboarding program for new hires, and launched a career mentoring program for Aboriginal and Indigenous employees, supplemented with a focus on increased manager training with a new Manager's guide to "Hiring and Leading Indigenous Peoples at BMO".

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 and Indigenous 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 Indigenous youth across Canada. In 2016, BMO provided funding for 62 scholarships totalling \$347,600 through the Foundation for the Advancement of Aboriginal Youth/Indspire.

BMO Aboriginal and Indigenous Peer Mentorship Program

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

Strengthening Our Partnerships

To promote employment for the Aboriginal and Indigenous 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:

- Aboriginal and Indigenous Campus Events (BC)
- Kagita Mikam-Akwesasne Community Fair (EOD – Akwesasne Employment Career Center Ottawa)
- Partnership to Advance Youth Employment (PAYE): Annual Aboriginal Networking Employment Event
- Niagara Peninsula Aboriginal Board Career Fair
- Nuu-chah-nulth Employment and Training Program: Career Fair
- Mohawk College Power Lunches
- Stó:lō Aboriginal Skills & Employment Training (SASET) Career Fair
- University of Manitoba – Aboriginal Business Education Partners: Career Exploration Day

Additionally, in 2016 BMO participated in Indigenous Works' annual Inclusion Works, Canada's premier Indigenous workplace inclusion and recruitment fair. With a specific focus on hiring in Canadian Personal & Commercial Banking, BMO conducted on-site interviews with more than 25 individuals who were then presented to recruiters for current and future openings. Inclusion Works '16 theme: A Gathering of Changemakers - 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.

Removing barriers for Indigenous Peoples CONT'D

Presence in Indigenous communities

BMO continues to operate 13 full-service branches and one community banking outlet in Aboriginal and Indigenous 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 of years.

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

Removing barriers for People with Disabilities

Recruitment and outreach

In 2012, we established a goal of 3.8% workforce representation in Canada for Persons with Disabilities. Our recruitment efforts and partnerships, together with internal initiatives such as the Count Me In campaign, are great contributors 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. Key partnerships include:

- Lime Connect
- JVS
- March of Dimes
- JOIN
- LinkUp
- The Workplace Essentials Skills Program
- Dolphin Disability Mentoring Day
- Canadian Council on Rehabilitation and Work (CCRW)

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.



Brenda Pino, Vice President, Physical Channels Operations and Co-Vice Chair of BMO Without Barriers, U.S., with a passion for community service and volunteerism, suffers from severe degenerative arthritis in both legs.

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. The tools on the Count Me In site emphasize the importance of “counting yourself in” and include key messages, team guides, accommodation information, as well as information on how to successfully hire and lead Persons with Disabilities. In addition, Count Me In has helped our people feel confident that they can be their authentic selves at work.”

Through careful and meaningful cascades of the Count Me In material via leader-led initiatives across the bank, BMO has achieved substantial gains in representation since the launch of the program. A particularly successful Count Me In campaign in the BC/Yukon division resulted in Canadian P&C, the largest business group of the Bank, finishing the year 2016 at a 4.99% representation of Persons with Disabilities.

Removing barriers for People with Disabilities CONT'D

Workplace Accommodation for Persons with Disabilities

An important element of BMO's commitment to an inclusive, supportive and accessible workplace is accommodation for Persons 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.

Strengthening our commitment to diverse segments

Monitoring diversity in the recruitment process

Ensuring diverse representation in the recruitment process 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 with 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 candidates with disabilities and Aboriginal and Indigenous candidates, further targeting our focus on ensuring we achieve strong diversity in our hiring. We monitor BMO's success in attracting designated groups and track 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 Managing Director roles, the feeder pool for the most senior executive roles in the bank. This process is critical to ensure strong 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 created 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 LinkedIn, 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, and the survey contains 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 day now dedicated to understanding 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 2016, BMO hired a total of 222 summer interns from various universities and colleges:

- 39.2 % Women
- 3.6% Aboriginal and Indigenous People
- 2.7% Persons with Disabilities
- 21.6% Minorities

Strengthening our commitment... CONT'D

Catalyst partnership

In 2016, BMO partnered with Catalyst to host the third 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 conference hosted more than 150 members of Enterprise Resource Groups from companies across industries in May 2016 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. Launched in 2015, the council is comprised of outstanding female university students from across Canada. Members serve a one-year term, with a new cohort joining us each November. 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

BMO Capital Markets refreshed their 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 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 supports 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, Minorities, Persons with Disabilities and Aboriginal and Indigenous People.
- Since the launch of the program in 2005, Equity Through Education has raised a total of \$17.9 million and has assisted more than 3,000 students who have limited opportunities to realize their educational aspirations, through scholarships, bursaries, and mentoring opportunities. To date, BMO Capital Markets has hired seven people full-time through the Equity Through Education program and provided internship opportunities to eight students.

The proceeds were directed to the following charities:

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

BMO Capital Markets continued its successful Mentorship Program, 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 ERGs bring together people with similar affinities, including Women in a Supportive Environment, BMO Without Barriers supporting employees with disabilities, BMO Pride for LGBT+ employees, Sharing Circle for Indigenous employees, 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 present 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, ERG members 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 BMO created 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 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. The tri-focused mandate agreed to across ERGs, consists of three pillars: Market Engagement; Being BMO-Learn from Difference; and Professional Development. Each ERG has an Executive Sponsor who is fully engaged in the ERG and helps 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. 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. 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 more than 4,200 pink BMO t-shirts were sold across the company with dozens of branches participating in the awareness-raising initiative.



Anthony Yu, a Customer Service Representative at BMO Financial Group, received a praise-filled tweet from a transgender customer for asking her for her preferred name and pronouns when he noticed that the name on her file didn't match the person in front of him. She wrote, *"You made me feel like 'don't worry, I got you.'"*

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 Canada's rich multi-cultural heritage and growing cultural diversity, and aims to engage employees across Canada. Two founding co-executive sponsors were appointed to lead this initiative across the country.

Sharing Circle

Launched in celebration of National Aboriginal Day, this ERG aims to engage Aboriginal and Indigenous 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.
- Each quarter we issue a Diversity and Inclusion newsletter called "Diversity Matters", to everyone at BMO, to share progress and promote participation in diversity and inclusion initiatives.
- The Executive Diversity Champion shares quarterly reflections on Diversity and Inclusion in a "Meeting Point" blog post that accompanies the release of the newsletter.
- We run communication campaigns in celebration of cultural events such as Pride Month, Black History Month and National Aboriginal History Month.
- BMO continuously introduces new methods and tools to promote learning and conversation on building a diverse workforce and an inclusive workplace. We recently launched a Diversity and Inclusion Message board where all employees can share their insights on fostering an inclusive workplace. Additionally, there is a Diversity and Inclusion specific channel on BMO-on-the-Go.

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:

- [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](#)
- [Link to the Diversity and Inclusion Message Board](#)

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 2016, 90% of BMO’s people participated in BMOPulse, an increase of two percentage points from the previous year. Our engagement score was 80% representing continued strong 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.
- 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 2016 at 85%, up from 83% in 2015 and exceeding scores of North American and global financial institutions and leading companies.



Positive policies and practices CONT'D

Family-friendly policies

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

Some of 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 employees at BMO, such as privacy for nursing mothers, and to accommodate multi-faith practices, such as 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 member 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
- **Personal and Family leaves** that enable our employees 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 their 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 variety 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 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. LifeWorks can help with:

- day-to-day needs, such as finding a community resource, or creating a will
- emergency back-up childcare services
- support or resources for major life events, such as 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 which supports employees who are caring for family members with Alzheimer's/dementia

Managers can also access LifeWorks to support them in their role. 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

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 2016, we earned recognition for BMO’s commitment to diversity and inclusion with several external awards including:

- 2016 Bloomberg Financial Services Gender-Equality Index
- Gold certification in Progressive Aboriginal Relations (PAR) by the Canadian Council for Aboriginal Business
- 2016 Best Workplaces in Canada by Great Place to Work® Institute Canada
- 2016 Corporation of the Year at the 12th annual Business Achievement Awards hosted by the Canadian Aboriginal and Minority Supplier Council (CAMSC)
- 2016 Disability Equality Index Best Places to Work by The U.S. Business Leadership Network and the American Association of Persons with Disabilities
- 2016 WXN Top 100 Award: Susan Brown, SVP, Alberta & Northwest Territories Division, Canadian Personal & Commercial Banking and Executive Sponsor, BMO for Women and Viki Lazaris, Chief Operating Officer, Canadian P&C and Channels
- 2016 Dentons Senior Executive of the Year Award by the Canadian Centre for Diversity and Inclusion (CCDI): Simon Fish, General Counsel and Executive Diversity Champion
- Canadian Board Diversity Council’s Diversity 50: Charyl Galpin, Executive Vice President and Managing Director, Head of the Private Client Division

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.

