

# 2025 CCAO Annual Report

Customer Complaint  
Appeal Office



## WHO WE ARE

The Customer Complaint Appeal Office (CCAO) is the third and final step in BMO's Canadian Complaint Handling Process. The CCAO provides customers an opportunity to appeal concerns that have not been resolved in either of the first two steps of BMO's Complaint Handling Process.

We review unresolved customer complaints using an accessible, fair and transparent dispute resolution process. Although we have a broad mandate to review a wide range of financial services complaints, there are certain issues that fall outside of our scope including business, credit, and risk management decisions, or matters that are, or have been, before a court.

During our reviews, we identify opportunities and make recommendations on how BMO can provide a better customer experience or improve operations, products, or services.



For additional information, please refer to our website:

[Customer Complaint Appeal Office](#)

### CUSTOMER COMPLAINT APPEAL OFFICE

#### Mail

1 First Canadian Place  
P.O. Box 150  
Toronto, ON M5X 1H3

#### Phone

1-800-371-2541

#### Fax

1-800-766-8029

#### Email

[complaint.appeal@bmo.com](mailto:complaint.appeal@bmo.com)

#### Visit

[Customer Complaint Appeal Office](#)

## BMO'S COMPLAINT HANDLING PROCESS



### NOTE

**Contact the External Complaints Body:**  
If you remain dissatisfied after Step 3, or if 56 days have passed since you first contacted BMO, you can contact the external complaints body: the Ombudsman for Banking Services and Investments for banking and investment complaints or OmbudService for Life & Health Insurance for insurance-related complaints.

## WHAT WE DO

We review unresolved Canadian customer complaints involving banking products and services (BMO Bank of Montreal), investment products (BMO Nesbitt Burns, BMO InvestorLine, BMO Investments, and BMO Private Banking), and insurance products (BMO Insurance, BMO Creditor and Travel Insurance, and BMO Estate Insurance Advisory Services).



### Acknowledge receipt of complaint

We acknowledge receipt of the complaint and provide details of the review process and next steps.



### Scope and Review

We perform an initial review to determine if the complaint is within CCAO's scope to change the outcome (e.g., CCAO cannot review business decisions, credit or risk management decisions or matters before the courts). In-scope complaints are assigned for review. Depending on the nature and complexity of the complaint, the review may involve:

- Gathering of additional information from the customer and internal business groups
- Reviewing account history and transactions, and other relevant documentation or records
- Reviewing internal policies and phone calls
- Researching external sources and interviews
- Reviewing the customer's overall experience



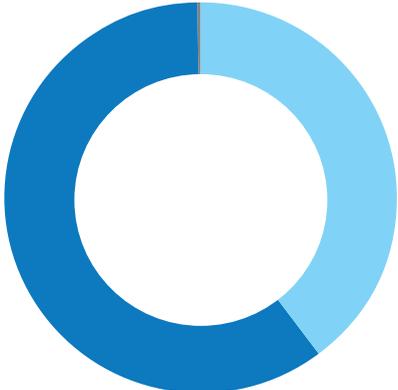
### Outcome

Our review concludes with a written response that may include steps to resolve the complaint, re-extension of a previous offer made to attempt resolution or a decline that supports the initial decision to take no further action and close the complaint.

# 2025 A YEAR IN REVIEW

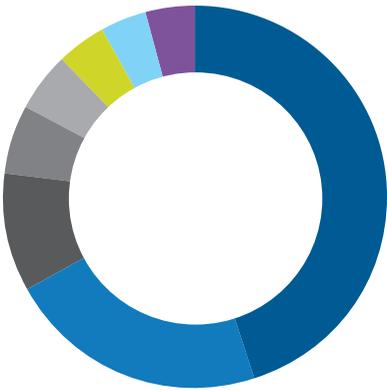
We completed 1,551 reviews of unresolved complaints (1,514 related to banking, 22 related to investments and 15 related to insurance). This represented 0.7% of all complaints BMO received.

Most banking complaints related mainly to transactions in chequing accounts and credit cards, service issues, and fraud. The average time to complete a banking review was 77 days, measured from initial receipt of the complaint to the issuance of the final written response, including periods of limited customer engagement. The largest category of complaints reviewed by the CCAO related to customer frustration with earlier stages of the complaint handling process. Overall, 58% of complaints were resolved within 56 days, 23% were resolved between 57 and 90 days, and 19% over 91 days. Cases exceeding 56 days primarily involved third party fraud reviews, with the remainder attributable to limited customer participation during the review process.



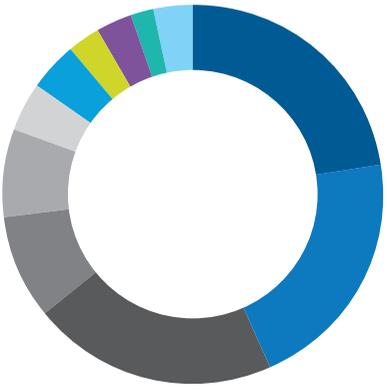
**COMPLAINT OUTCOMES - CCAO REVIEWS**

- Resolved 39.8%
- Closed 60%
- Withdrawn 0.2%



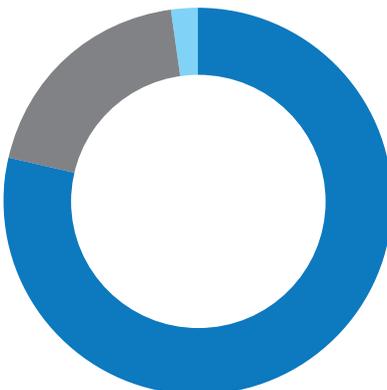
**COMPLAINT REVIEWS BY PRODUCT**

- Deposit Accounts 45%
- Credit Card 22%
- Mortgage 10%
- Line of Credit 6%
- Debit Cards 5%
- Loans 4%
- Investment Accounts 4%
- Other Issues 4%



**COMPLAINT REVIEWS BY SERVICE**

- Fraud 22.6%
- Quality of Service 20.9%
- Transaction Issues 20.7%
- Fees/Charges 8.9%
- Product Features 7.5%
- Interest Issues 4.3%
- Payment Issues 4.0%
- Collection Issues 3.0%
- Chargeback Issues 2.9%
- Credit Bureau 2.1%
- Other 3.1%



**NATURE OF COMPLAINT**

- Frustration 77.7%
- Communication/Advice 19.6%
- Discrimination 2.6%
- Market Conditions 0.1%