

Making
tomorrow
better.



2015
Environmental, Social
and Governance Report
and Public Accountability
Statement

About this Report

We have a wide range of stakeholders who are concerned about how we operate our business. To address these various interests, BMO publishes two separate reports. This report, **BMO's Environmental, Social and Governance (ESG) Report and Public Accountability Statement**, is a technical report that includes details of our targets and performance in relation to ESG data, as well as a discussion of our processes. It's published after our fiscal year end, together with our Annual Report.

The second report, BMO's Corporate Responsibility Report, is a collection of compelling stories about our relationships with customers and communities that is published during the fiscal year.

We also make reference to the following publications, which are available on our website:

- Annual Report
- Annual Information Form
- Employment Equity Narrative Report
- Management Proxy Circular

This report covers our 2015 fiscal year (November 1, 2014 to October 31, 2015) for our operations in Canada and the United States (U.S.), which we refer to as our North American operations. Disclosure and discussions that extend beyond this scope are identified in the Glossary of Terms on pages 47-50. Unless otherwise noted, the information is dated as at October 31, 2015 and all dollar amounts are in Canadian funds.

Public Accountability Statement

This report includes the Public Accountability Statements (PAS) for Bank of Montreal, Bank of Montreal Mortgage Corporation and BMO Trust Company. It outlines certain aspects of Bank of Montreal's contributions, and the contributions of our affiliates with operations in Canada, to the Canadian economy and society. It fulfills the requirements of the Canadian federal government's Public Accountability Statement regulations (section 459.3(1) of the Bank Act (Canada) and section 444.2(1) of the Trust and Loan Companies Act). The PAS appears on pages 53-69.

Reporting Framework

This report has been prepared in accordance with the Global Reporting Initiative (GRI) G4 Guidelines Core option and the GRI Financial Services sector supplement. This is the second year we've used this framework, and we've taken this opportunity to improve our processes.

Because this report is used by analysts and rating agencies to assess our sustainability performance, we have included additional information and performance data that is not required under the Core option.

Independent Assurance

KPMG has performed a limited assurance engagement on a selected number of performance indicators in accordance with the International Standard on Assurance Engagements 3000. KPMG's assurance statement is on pages 51-52 of this report. We've used the symbol ▲ to indicate assured information.

KPMG is independent of BMO within the meaning of the Rules of Professional Conduct and Codes of Ethics of various Canadian provincial professional accounting bodies and under U.S. securities laws, including Regulation S-X: Qualifications and Reports of Accountants.



Message from the Chair, BMO Sustainability Council

Making Tomorrow Better

As I reflect on the past year, I take enormous pride in what we've accomplished together. Our commitment to stakeholders is evident in our focus on delivering an industry-leading customer experience, managing revenues and expenses to achieve our financial goals, and maintaining a careful approach to risk management.

Our sustainability agenda is constantly being reviewed and enhanced to ensure we are focusing on the right issues and connecting with a broad range of our stakeholders. This year we enhanced our stakeholder engagement strategy by asking stakeholders to share their thoughts on sustainability-related topics. We'll use the valuable insights gained from this activity to help shape our future course.

INSTILLING CONFIDENCE

BMO has an effective corporate governance structure and processes to ensure that our Board of Directors has proper oversight. Representing and protecting the long-term interests of our shareholders is one of the Board's primary responsibilities.

We respond to rising regulatory expectations and we have a Code of Conduct and new Supplier Code of Conduct that outline BMO's expectations for ethical behaviour.

We've made progress on our strategic priorities by launching initiatives that are aligned with our brand and support the success of our customers. An example of this is the newly launched Savings Builder Account that rewards customers with bonus interest for saving monthly.

OPERATING RESPONSIBLY

By reducing our environmental footprint in the buildings we occupy, we minimize our direct impact on the environment. BMO has built its reputation as an organization that considers climate change to be an important issue. We have maintained our carbon neutral status since 2010.

BMO Capital Markets was involved in raising approximately \$2.9 billion of equity and debt in the capital markets for entities active in renewable energy across North America. In addition, as of October 31, 2015, we had approximately \$2.5 billion of lending capital committed to the sector.

BUILDING STRONGER COMMUNITIES

BMO plays an important role in sustaining overall economic prosperity in our communities through employee compensation, the purchase of goods and services, dividends to shareholders, corporate donations and taxes. We also play an active part by providing employees with opportunities during business hours to volunteer and deepen our relationships in our communities.

Every year, we recruit more than 7,000 new employees with a focus on the roles that will help us deliver a great experience to all of BMO's customers and who reflect the diversity of the communities where we do business.

BMO set out to create an equitable workforce 25 years ago. Since then, we have increased the representation of women in senior leader roles from 6% in 1991 to 37.5% in 2015. We've also made important strides in the overall workforce representation of people with disabilities and Aboriginal people. The Scorecard on page 5 provides the full list of our diversity and inclusion targets and performance.

I'd like to encourage you to read through the report, and I invite you to share any feedback or questions you have to sustainability@bmo.com.



Simon Fish

General Counsel and Chair, BMO
Sustainability Council

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ESG Scorecard

Indicator definitions are listed in the Glossary of Terms on pages 47-50.

	Target	2015 ¹	2014 ¹	2013 ¹
Environmental				
Renewable Energy Financing				
Involvement in equity and debt financings (\$ billions)		2.9	2.8	1.8 ²
Lending commitments (\$ billions)		2.5	2.3	1.7 ²
Operational Footprint				
Renewable energy purchases (MWh)	5% increase by 2016	115,186 ³	115,186 ³	115,197 ³
Scope 1 emissions (tCO ₂ e)	10% reduction by 2017 ⁴	TBD ⁵	26,041	24,227
Scope 2 emissions (tCO ₂ e)	10% reduction by 2017 ⁴	TBD ⁵	83,907	86,321
Scope 3 emissions (tCO ₂ e)	10% reduction by 2017 ⁴	TBD ⁵	115,212	112,225
Social				
Employees				
Diversity and inclusion				
Women in senior leader roles—Canada and United States (%) [▲]	40% by 2016	37.5	36	35 ⁶
Visible minority employees—Canada (% in senior roles) [▲]	25% by 2016	25.5	23	22
People of colour—United States (% in senior roles) [▲]	15% by 2016 ⁷	12	9.8	7
Persons with disabilities—Canada (% of total workforce) [▲]	3.8% by 2016	3.6	3.4	2.8
Aboriginal employees—Canada (% of total workforce) [▲]	1.5% by 2016	1.3	1.3	1.3
Employee Engagement Index (EEI) (%) [▲]	86% by 2016	81	80	78
Turnover Rate Canada and U.S. (%) [▲]		11.4%	10.8%	11.3%
Community Investment				
Donations (\$ millions) [▲]		56.9	57.7	56.0
Community Development Loans—United States (US\$ millions)		947.3	701.6	536.7
Community Development Investments—United States (US\$ millions)		222.6	177.6	178.9
Governance				
Board Diversity				
Women on Board of Directors (%)	No less than 1/3 ⁸	36.4	33.3	33.3
Business Conduct				
Ethics training (% completion) [▲]	97% ⁹	99.3	99.2	98.9
Significant fines or monetary sanctions(#) [▲]	None	0	0	0
Customer Feedback				
Retail Banking Reviews completed by BMO's Ombudsman Office(#) [▲]		181	204	*
Wealth Management Reviews completed by BMO's Ombudsman Office(#) [▲]		51	*	*

Legend

1. Fiscal year (November 1 to October 31)
2. Calendar year (January 1 to December 31)
3. Part of a three - year contract beginning 2013
4. Baseline year 2012
5. Available online in June 2016 at: Environmental Performance
6. In FY 2015, this number has been restated to align the scope of this indicator with the FY 2014 and FY 2015 disclosure. Refer to the definition of Women in Senior Leader Roles in the Glossary of Terms. This number has not been assured by KPMG.

7. Separate goal for U.S. established in 2015
8. Of independent directors
9. Based on normal employee turnover, a completion rate of 97% or above is considered to include 100% of the employee population (see Ethics Training definition in Glossary of Terms)

▲ 2015 data externally assured (KPMG's Assurance Statement is on pages 51-52)
*Not publicly disclosed

Who We Are

Established in 1817 as Bank of Montreal, BMO Financial Group (Toronto Stock Exchange (TSX), New York Stock Exchange (NYSE): BMO) is a highly diversified financial services provider based in North America.

With total assets of \$642 billion and close to 47,000 employees, BMO provides a broad range of personal and commercial banking, wealth management and investment banking products and services to more than 12 million customers.

We serve eight million customers across Canada through our Canadian personal and commercial arm, BMO Bank of Montreal. We also serve customers through our wealth management businesses: BMO Global Asset Management, BMO Nesbitt Burns, BMO Private Banking, BMO Insurance and BMO InvestorLine. BMO Capital Markets, our investment and corporate banking and trading products division, provides a full suite of financial products and services to North American and international clients.

In the United States, BMO serves customers through BMO Harris Bank, based in the U.S. Midwest with more than two million retail, small business and commercial customers.

BMO Financial Group conducts business through three operating groups: Personal and Commercial Banking, Wealth Management and BMO Capital Markets

Our Vision

To be the bank that defines great customer experience.

Our Guiding Principle

We aim to deliver top-tier total shareholder return and balance our commitments to financial performance, our customers, and employees, the environment and the communities where we live and work.

Our Strategic Priorities

1. Achieve industry-leading customer loyalty by delivering on our brand promise.
2. Enhance productivity to drive performance and shareholder value.
3. Accelerate deployment of digital technology to transform our business.
4. Leverage our consolidated North American platform and expand strategically in select global markets to deliver growth.
5. Ensure our strength in risk management underpins everything we do for our customers.

Further information

Progress on our 2015 Strategic Priorities is outlined on pages 28 and 29 of the 2015 Annual Report at:

www.bmo.com/home/about/banking/investor-relations/annual-reports-proxy-circulars

Economic Contribution

In addition to helping create wealth by financing opportunities for our customers and maximizing returns to our shareholders, we also play an important role in sustaining overall economic prosperity for our communities.

The wealth we create is widely shared through employee compensation, the purchase of goods and services, dividends paid to shareholders, support for charitable initiatives, and taxes.

Economic Contribution in 2015	
Annual Dividends declared per share ¹	\$3.36
Employee salaries and benefits	\$7,081 million
Government levies and taxes	\$1,651 million
Purchases of goods and services	\$4.7 billion
Corporate Donations ▲	\$56.9 million

¹ Annualized based on Q1 16 declared dividend of \$0.84 per share

Support for business owners in Canada and the U.S.

We understand and anticipate the varying needs of small business owners by offering expert advice, ongoing support, resources and tools. During the 2015 fiscal year, we made the following announcements related to making credit available to support small businesses as they grow and create new jobs:

- BMO Harris Bank made an additional US\$3 billion in credit available to business owners in Minnesota over the next three years, with a greater focus on entrepreneurs, women and minority business owners.
- BMO Harris Bank made an additional US\$2 billion in credit available to businesses in Arizona over the next three years, to support growth opportunities and help create new jobs.
- BMO has made an additional \$2 billion in credit available to women-owned businesses across Canada over the next three years.
- BMO provides financial relief programs to agri-business owners that include deferring loan payments and reducing and/or waiving fees. Examples include a program for grain farmers in Western Canada who were affected by recent significant drought conditions, as well as a program for poultry producers in Western Canada affected by avian influenza.

Awards and Recognition

Business Awards

2015 Award of Excellence in Corporate Reporting by the Chartered Professional Accountants of Canada

Best-Full Service Investment Advisory in Canada, 2015 by Global Banking and Finance Review

Best Private Bank in Canada, 2015 by Global Banking and Finance Review

Best Wealth Management in Canada, 2015 by Global Banking and Finance Review

Canadian Council for Aboriginal Business, Gold certification in Progressive Aboriginal Relations

Finance Monthly names BMO Capital Markets as Trade Finance Firm of the Year (Canada)

Innovatio Award - Innovation of the Year

Innovatio Award – Best Practice in Litigation Management (Large Department)

Trade Finance Magazine names BMO Capital Markets as Best Supply Chain Finance Bank in North America

World Finance Magazine ranks BMO as Best Commercial Bank in Canada

Community Awards

Corporate Partner Award by Adler Planetarium

Corporate Citizen of the Year Award by Executives' Club of Chicago

Top Corporate Citizen, Leadership Giving and Community Spirit Awards by United Way of Metro Chicago

Progresando Award by Latinos Progresando

Elite Corporation of the Year by Aurora Hispanic Chamber of Commerce

August Wilson Award by Goodman Theatre

Diversity Awards

2015 Employer of Choice Award, Midwest Region by Minority Corporate Counsel Association

Black EOE Journal names BMO Harris Bank as 2015 Top Diversity Employer

Hispanic Network Magazine names BMO Harris Bank as 2015 Top Diversity Employer

Human Rights Campaign Foundation recognizes BMO Harris Bank as one of its 2015 Best Places to Work for LGBT Employees

Mediacorp Canada Inc. names BMO as one of Canada's Best Diversity Employers for 2015

Professional Woman's Magazine: 2015 Top Diversity Employer

US Veterans Magazine names BMO Harris Bank as 2015 Top Veteran-Friendly Employer

Employer Awards

Mediacorp Canada Inc. names BMO as one of Canada's Greenest Employers for 2015

Mediacorp Canada Inc. names BMO as one of Greater Toronto's Top Employers for 2015

Universum 2015 Top 100 Ideal Employers in Canada

Environmental Awards

2015 Canada 200 Carbon Disclosure Leadership Index by CDP

2015 Newsweek Green Rankings

Sustainability Indices and Rankings

Corporate Knights' list of Canada's Best 50 Corporate Citizens

Dow Jones Sustainability North America Index

Ethibel Sustainability Index Excellence Global

FTSE4Good Index Series

Global 100: Most Sustainable Corporations in the World

Maclean's/Sustainalytics list of the Top 50 Socially Responsible Corporations in Canada

For a complete list, refer to [Awards and Recognition](#)

Stakeholder Engagement

Our promise, “We’re here to help”, concisely summarizes our approach to business: we understand that we succeed by meeting the needs of our customers. The same can be said for all our stakeholders. As a consequence, maintaining an open dialogue with our stakeholders is vitally important, because we know a more responsive business is a more successful one.

The outcome of these exchanges and conversations gives stakeholders confidence that we’re not just aware of their priorities, we’re committed to acting on the things that matter to them.

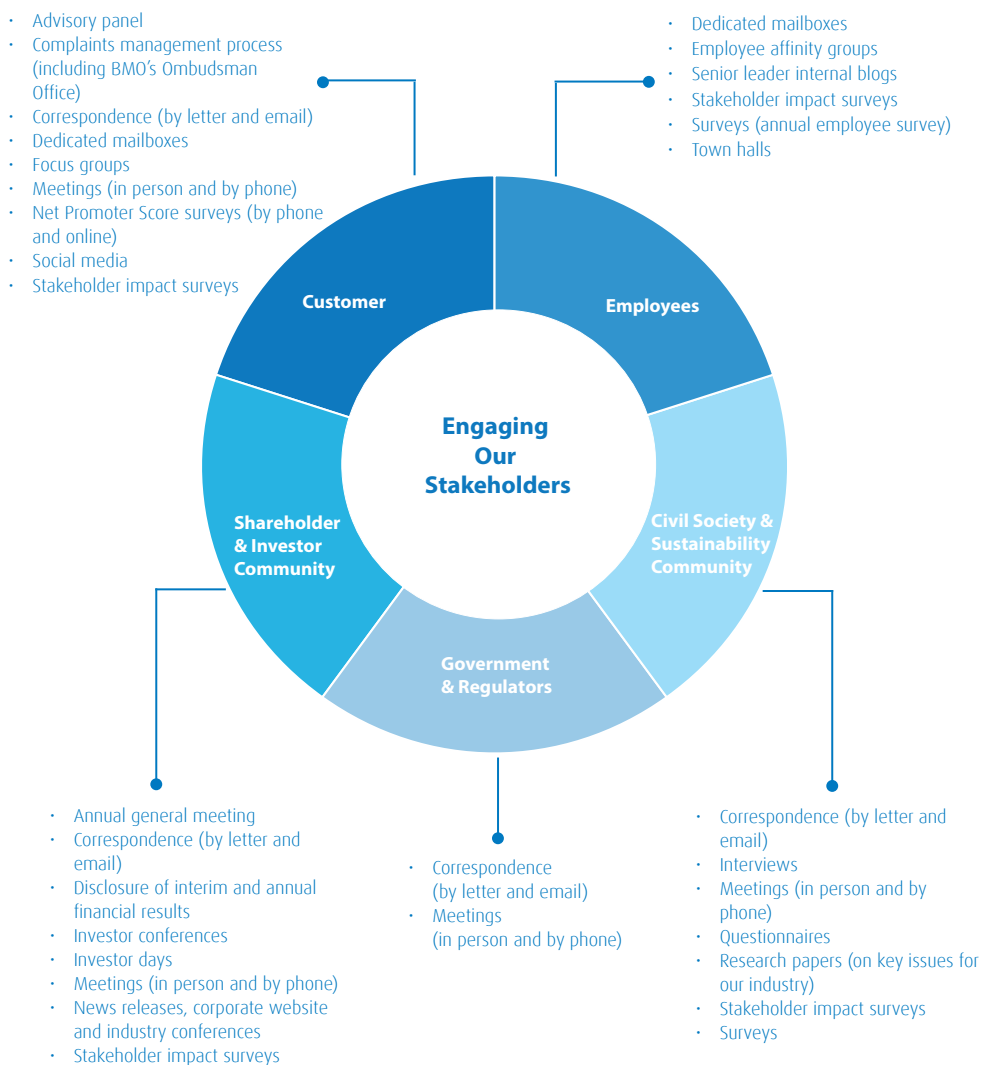
BMO’s stakeholders include customers, investors, employees, regulators, suppliers, community/civil society groups, non-governmental organizations and the research community (e.g. analysts, rating agencies). Each of these groups is important to us.

The graphic (to the right) outlines our key stakeholder groups and the types of engagement activities we are involved in.

Our regular business activities bring us into contact with our stakeholders every day. In addition to the ongoing activities listed in the graphic, we have developed engagement initiatives designed to extend this dialogue and help us understand how stakeholders rank the importance of the sustainability issues that matter to them (see Materiality on page 10).

To identify emerging issues and opportunities, we participate in roundtables with our peers, and we are active members in key industry and community associations (further information is provided on page 21).

Engagement Activities by Stakeholder Group



Materiality

In this report, material issues are those that reflect our organization's most significant environmental, social and governance impacts, or those that influence the assessments and decisions of our internal and external stakeholders. In determining these material issues, we also considered BMO's vision and strategic priorities.

Executing our materiality process

In 2015, we improved our materiality process by developing a stakeholder engagement strategy designed to capture stakeholder input on sustainability-related topics. This included additional research during the issue identification step (outlined below), conducting stakeholder impact surveys with customers, employees, investors and community/civil society groups and engaging a third party to conduct in-depth interviews with individual members of those community/civil society groups. We also engaged a third party to execute various parts of the process.

STEP 1: IDENTIFICATION

To compile a list of possible topics, BMO's Environmental, Social and Governance (ESG) Group conducted research that included more extensive internal investigation to ensure that we captured issues important to BMO's various businesses and corporate support areas. It also involved gathering external assessments of sustainability issues important to the financial services sector, for example from the World Economic Forum, the GRI and the Sustainability Accounting Standards Board (SASB) as well as research analyst reports. To complete this step, we identified a list of possible topics, and then selected the most suitable ones and grouped them into themes. The resulting list of topics was used in the

stakeholder impact surveys described in Step 2.

STEP 2: PRIORITIZATION

We developed an impact survey that asked stakeholders to rank key issues using a five-point scale. The survey questions provided context and examples for each issue to ensure stakeholders were clear about what they were ranking. Where pertinent, open-ended questions were included to capture additional issues or comments.

Electronic surveys were sent to: employees who were randomly selected from all lines of business and at various levels (job grades); customers who participate in existing customer focus groups; major shareholders/asset managers; community/civil society groups with which we have existing relationships; and academic institutions, research firms and non-governmental organizations. In total, more than 20,000 stakeholder impact surveys were distributed across North America in the spring of 2015.

In addition, a third party conducted in-depth interviews with members of community/civil society groups to gain further perspectives. Survey responses were consolidated and the results were plotted on a materiality matrix (see page 11). This matrix shows the 15

sustainability issues within the medium to high threshold.

STEP 3: VALIDATION

The results of Step 2 were reviewed and approved by BMO's Sustainability Council. The Sustainability Council is a management-level body that provides insight and guidance on sustainability issues to our organization.

BMO's most important issues, the associated metrics and the boundary impacts (internal impact and/or external impact) are listed in the GRI Index on page 38.

STEP 4: REVIEW

We're listening. The feedback we receive informs the decisions we make for our business and helps us clearly identify the issues that matter. The table on page 12 represents recommendations and/or feedback we've received from external stakeholders on our previous ESG reporting and/or the processes we've followed.

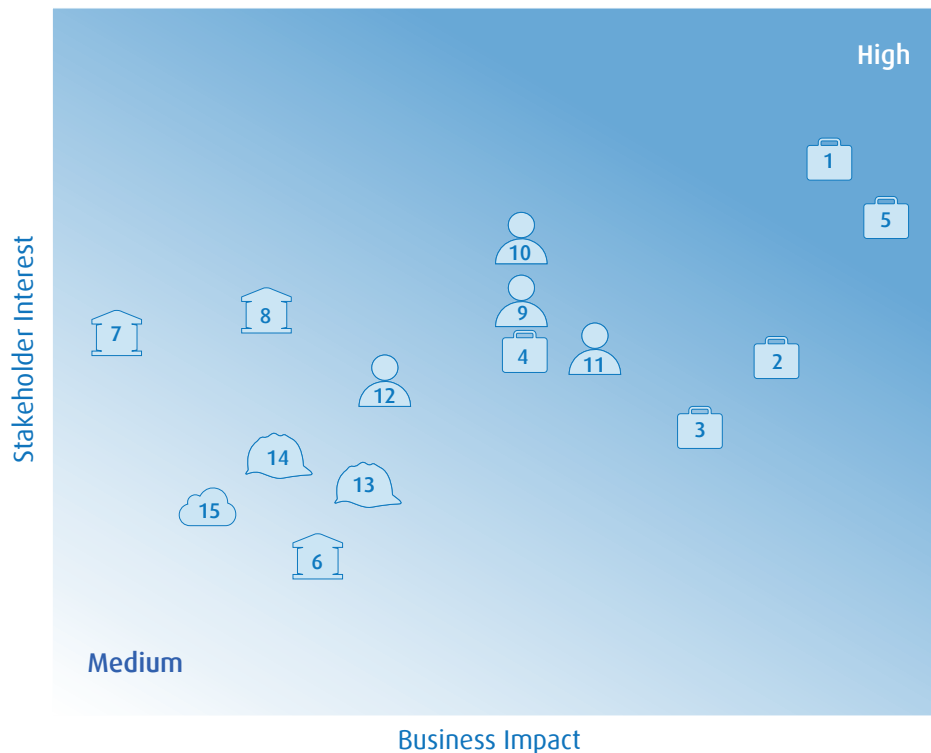
We are open to any feedback on this year's report. We have a dedicated mailbox at the following address: sustainability@bmo.com

Materiality Matrix

As a result of our materiality process, we were able to identify the 15 material sustainability issues that are most important to our organization and our internal and external stakeholders. These issues are listed in the following Materiality Matrix and shape the content of our 2015 ESG Report and PAS. Where our approach to managing our material issues is consistent with the prior year's disclosure, we have included it in the GRI Index beginning on page 36.

This year, we have organized these issues by theme. The five themes and the corresponding material issues are below. Reducing our Environmental Footprint is the only stand-alone material issue. For each material issue, we provide commentary on why the issue is important to BMO, our Management Approach and highlights of our performance for the 2015 reporting year. At the time of the assessment, certain topics, like climate change fell below our threshold for materiality. However, aspects of climate change that impact us are addressed in the Reducing our Environmental Footprint and Responsible Banking sections. The Paris agreement has given more prominence to the issue of climate change and we will continue to engage with our stakeholders as we determine our approach.

Materiality Matrix



Managing our Business

- 1 Business Conduct
- 2 Consumer Protection and Transparency
- 3 Corporate Governance
- 4 Customer Feedback
- 5 Privacy and Data Security

Responsible Banking

- 6 Access/Financial Inclusion
- 7 Responsible Investing
- 8 Responsible Lending

Inspiring our People

- 9 Diversity and Inclusion
- 10 Employee Engagement
- 11 Learning and Development
- 12 Talent Attraction and Retention

Building Stronger Communities

- 13 Contributing to our Community
- 14 Financial Literacy

Reducing our Environmental Footprint

- 15 Reducing our Environmental Footprint

What Stakeholders are Saying

Examples of comments made by stakeholders as part of the stakeholder impact survey conducted in 2015.

"The tone is set at the top. All things flow from Corporate Governance."

"First Nation involvement & diversity needs to be a stronger element in corporate growth – from board diversity to employees."

"This [stakeholder engagement] demonstrates leadership and recognizes that corporations and their employees can be part of the solution to today's complex social and environmental issues"

Recommendation/Feedback on our 2013 ESG Report and PAS	Progress made in 2014	Progress made in 2015
Only 10 of the 20 indicators on the ESG Scorecard have targets	Increased the number of targets (12 of 21 indicators included targets).	Reinforced the need to disclose targets during the data collection process.
	Scope 3 emissions added as a key performance indicator to show full impact.	Included targets for two additional ECG Scorecard metrics.
BMO could enhance its sustainability reporting by involving stakeholders more extensively in the process in terms of both identifying material issues and reviewing the report.	Some progress made to involve internal stakeholders in prioritizing material sustainability issues.	Developed a stakeholder strategy to enhance or create engagement mechanisms with key stakeholders.
	Followed GRI G4's four-step materiality process during report development and articulated that process in the ESG Report.	Researched a broader sample of reports during the identification process (e.g. World Economic Forum, research analyst reports, white papers, GRI, SASB).
	Benchmarked our stakeholder engagement process and engaged an external consultant with the goal of improving our process for 2015.	Conducted surveys focused on sustainability with customers, employees, investors and community/civil society groups to prioritize issues and help identify any new topics (see Materiality on page 10 for further details).
		Involved more leaders from the various businesses and corporate support areas in the ranking exercise to determine impacts on our organization.
Recommendation/Feedback on our 2014 ESG Report and PAS	Progress made in 2014	Progress made in 2015
To enhance the materiality process and ensure engagement on ESG topics, provide stakeholder groups with a description of relevance and context for ESG topics prior to the identification and prioritization steps in order to ensure greater clarity.	Not applicable.	Included context for each ESG topic in the stakeholder impact surveys.
Establish specific engagement activities with external stakeholders from community/civil society groups to ensure all significant material ESG issues are identified/validated.	Not applicable.	Engaged a third party to help develop a stakeholder impact survey for community/civil society groups and conduct in-depth interviews with a subset of individual group members, which will help inform our strategy.
Define what responsible lending means in practice: for example, does BMO exclude certain sectors?	Not applicable.	Contextual information was developed for the Responsible Banking section on page 18.
		Responsible Lending highlights include BMO's position on weapons.

Managing our Business

Management practices have always been a key area of interest for BMO's stakeholders. We strive to be clear and open at all times about how we operate in order to foster confidence - because this is the foundation of everything we do.

Each and every one of us at BMO has an important role to play in managing BMO's business responsibly. Our commitment to the standards of ethical behaviour and integrity set by BMO's Board of Directors (Board) and senior management influences our behaviour and the choices we make every day.

Good corporate governance begins with the members of BMO's Board, who oversee how we manage BMO's business. One of the Board's primary responsibilities is to represent and protect the long-term interests of our shareholders.

Worldwide, our employees are guided by comprehensive policies and procedures that reflect rigorous ethical standards of both corporate and individual behaviour.

As a result of our materiality process described on page 10, we recognize that the most important issues related to Managing our Business are:

- Business Conduct
- Consumer Protection and Transparency
- Corporate Governance
- Customer Feedback
- Privacy and Data Security

Business Conduct

WHY IT'S IMPORTANT TO BMO

It's no surprise that business conduct was identified as the most important sustainability issue by our stakeholders. As we manage BMO's business and interact with our customers with integrity, we also prove ourselves worthy of their trust. This value is deeply embedded in our culture and is evident to our customers and all of our stakeholders – every day.

OUR APPROACH

Building an ethical culture is critical to our long-term success, and this begins with clear organizational values and ethical leadership.

Our Code of Conduct outlines BMO's expectations for ethical behaviour. The Code of Conduct is rooted in the values we share — integrity, empathy, diversity and responsibility — and considers the ethical duty we owe to our stakeholders. Our Code of Conduct is principles-based. It applies to our Board and everyone who works at BMO, and is non-negotiable.

The Chief Ethics Officer is responsible for promoting ethical awareness across our organization, with a particular focus on ensuring leaders understand their role in developing an ethical culture.

HIGHLIGHTS

Our annual ethics training, mandatory for all employees, ensures that everyone receives the same message on expected behaviour.

We recently updated our internal Code of Conduct website, making it easier for employees to access information that can help them make better decisions in line with the principles of the Code of Conduct. We also provide clarity on how to proceed and who should be contacted when an employee wishes to raise a concern.

To improve oversight and ensure consistency in how we manage potential conflicts of interest, we automated the collection and monitoring of outside business activity information and private investment approval requests.

The results of our annual employee survey confirm that our employees know what is expected of them: 80% of employees felt they could report unethical behaviour or practices without fear of retaliation. This demonstrates that our employees both understand what is expected of them and would be comfortable speaking up.

Maintaining an environment where our employees are comfortable raising concerns without fear of retaliation is

83% of our employees are confident that if they report an inappropriate business practice or an ethical issue, something will be done about it.



BMO's culture is open — this means we're fair, transparent and accountable. People across our organization must be able to voice their concerns without fear.

important to BMO. As part of our ongoing commitment to our employees, we have available a whistleblower reporting service that allows employees (and other BMO stakeholders) to confidentially, and if desired anonymously, report accounting concerns or Code of Conduct related concerns to BMO's Ombudsman.

Further information
BMO website – Code of Conduct
www.bmo.com/home/about/banking/corporate-governance/about-us/code-of-conduct

Consumer Protection and Transparency

WHY IT'S IMPORTANT TO BMO

We've made a promise to provide better information so that our customers can make better decisions. "Better" means information that's clear and easy to understand and contributes to greater financial literacy. Being transparent builds confidence and loyalty.

OUR APPROACH

We ensure that all new products and services comply with consumer protection laws, regulations, voluntary commitments and codes of conduct.

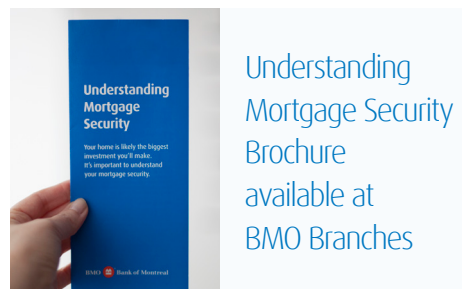
HIGHLIGHTS

Customers can book an appointment with one of our advisors by indicating the date, time and branch location of their choice with our easy-to-use online tool.

We launched a new Savings Builder Account that encourages customers to save for the future by rewarding them with bonus interest when they make deposits monthly.

To fulfill our commitment to providing information on mortgage security, we created "Understanding Mortgage Security", a brochure that we provide to customers who are applying for home financing. All BMO mortgage customers now receive helpful mortgage security information along with their signed mortgage documents.

As part of our promise to provide clear information, BMO Nesbitt Burns, our Canadian retail brokerage business, updated its Client Account Agreements so that they include summaries of key sections in plain language.



Understanding Mortgage Security Brochure available at BMO Branches

As a member of the Canadian Life and Health Insurance Association (CLHIA), BMO Insurance can now refer to the clear language glossary on CLHIA’s website. BMO Insurance played a role in creating this important resource for the industry and its customers.

Further information

BMO website – Book an appointment
www.bmo.com/main/personal

Canadian Bankers Association – Consumer Information

www.cba.ca/en/consumer-information/41-saving-investing/713-information-on-mortgage-security

Corporate Governance

WHY IT’S IMPORTANT TO BMO

Our effective corporate governance structure and processes ensure that our Board has proper oversight of how BMO is being managed. Good corporate governance – adhering to principles such as transparency, disclosure and honesty—helps protect the reputation of our organization. It also makes us more accountable to our shareholders, as we work to align BMO’s direction with their long-term interests.

36.4% of BMO’s independent Board members are women.

OUR APPROACH

We strive to meet rigorous standards of corporate governance, identifying and following the best practices in our industry and meeting or surpassing regulatory requirements. A key priority for BMO is having a Board comprised of directors who are well informed, diverse in background, experienced and independent from management.

When we engage external search firms, we ask them to consider the Board’s diversity criteria when identifying director candidates. Potential candidates are screened for several attributes, including ethics and integrity, range of experience, business judgment, areas of expertise,

personal skills and qualities, gender, age, ethnicity and geographic background.

Our Board encourages shareholders to take an active interest in how the organization is run. BMO’s shareholder engagement policy outlines the ways the Board communicates to shareholders and the ways shareholders can communicate with the Board and senior management.

BMO’s Sustainability Council is comprised of senior leaders from business and corporate support areas across our organization and provides guidance and insight on ESG matters. The chair is BMO’s General Counsel, who reports to the CEO and is a member of BMO’s Executive Committee.

HIGHLIGHTS

Our Board has adopted Director Independence Standards that assess whether a director or director candidate is independent. These Director Independence Standards incorporate criteria from the definition of affiliated persons under the Bank Act (Canada) and definitions of independence from the Canadian Securities Administrators and the New York Stock Exchange.

Our Board Diversity Policy seeks to ensure that BMO’s Board is comprised of highly qualified individuals from diverse backgrounds. The policy was not designed to give designated groups special access, but rather to give diverse candidates an equal opportunity to qualify for Board membership.

BMO was one of the first Canadian companies to sign the Catalyst Accord in 2013, which calls for the overall proportion of women in FP500 corporate board seats to increase to 25% by 2017. BMO’s Board Diversity Policy states that we aspire to achieve a Board composition in which members of each gender comprise at least one-third of independent directors. See the ESG Scorecard on page 5 for year-over-year metrics.

Our CEO and our Chairman of the Board are both founding members of the 30% Club Canada, a group of Canadian business leaders who support the proposition that it’s good business practice to have women holding 30% of board seats in Canada. Members also share the aspiration to collectively reach this goal by the end of 2019.

Further information

BMO website – Board diversity policy
www.bmo.com/home/about/banking/corporate-governance/board-of-directors/board-diversity

Customer Feedback

WHY IT’S IMPORTANT TO BMO

In order for a brand to have value, it must provide a consistent experience, defined by a common set of ideals, across every customer touch point. We integrate customer feedback into product and service development through methods such as customer Net Promoter Score (NPS) surveys.

OUR APPROACH

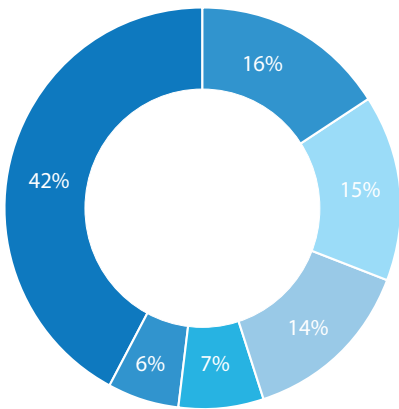
During the past year, we conducted a total of 361,603 customer loyalty surveys across North America. We’ve developed a closed loop system for transaction-triggered surveys, through which our branch managers contact dissatisfied customers who have participated in a survey within 48 hours. This gives us an opportunity to resolve problems quickly and build customer loyalty.

Recognized as top customer service performer. Ipsos Reid’s Best Banking Awards ranked BMO as best among the top five Canadian banks in both automated and live agent telephone banking.

HIGHLIGHTS

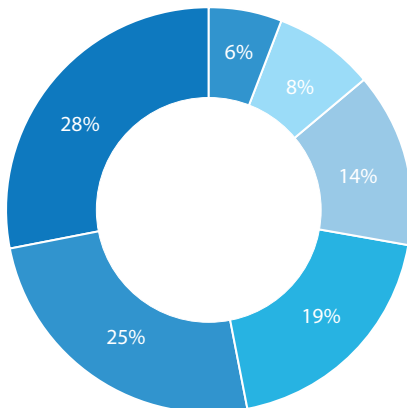
To respond to the changing needs of our customers, BMO has introduced customer

Escalated Complaints (Canada)



Top complaint themes	2015
Level of Service	16%
Fees and Interest	15%
Policy and Procedures	14%
Fraud and Prevention	7%
Marketing Campaigns and Rewards	6%
Other (e.g. estates, payments)	42%

Escalated Complaints (U.S.)



Top complaint themes	2015
ATM/Debit Card/Credit Card	14%
Branch/Contact Center	19%
Deposit Account	25%
Lending	28%
Online/Bill Pay/Mobile	6%
Other	8%

service standards in the Personal and Commercial Banking lines of business in North America. Training modules are being developed to specifically address the following themes: digital leadership; helpful guidance; brilliant customer service; and being proactive.

Our newly formed Customer Advocacy Centre brings together a group of experts within the North American Customer Contact Centre who can provide expert guidance and support to branch managers for the resolution of complex customer complaints. They also take full ownership of customer complaints escalated by branch managers that cannot be resolved at the branch level.

In Canada, our customer complaint resolution process is outlined on bmo.com, at an easy-to-access link, “Resolving Complaints”. We’ve listed contact information for our different lines of business, as well as the steps a customer can take when a problem is not resolved. This information is also listed in the brochure “We’re here to help – Resolving customer complaints”, which is available in our retail branches. The second step in BMO’s internal complaint resolution process is to escalate to a Senior Officer.

The graphs to the left show the top escalated complaint themes for Canada and U.S. in 2015.

BMO’S OMBUDSMAN OFFICE

As the final step in our Canadian internal dispute resolution process, BMO’s Ombudsman Office conducts a confidential and impartial review of customer complaints – grounded in fairness, integrity and respect – that considers the interests of all parties, as well as all applicable laws, policies and standard industry practices.

Customers also have the right to bring their concerns to BMO’s external dispute resolution provider, the Ombudsman for Banking Services and Investments, for a further impartial, informal and confidential review.

In fiscal 2015, BMO’s Ombudsman Office completed a review of 232* complaints, of which 181▲ were Banking Reviews. The average length of time to close Banking Reviews was 56▲ days, with over two thirds of Banking Reviews closed in an average of 37 days. In the opinion of BMO’s Ombudsman Office, 107 of the 181 Banking Reviews completed were resolved to the customer’s satisfaction.

In the U.S. our customer complaints/feedback tracking system captures complaints/feedback from the retail branch network, Customer Contact Centre, the Private Bank and third party vendors. Root cause analysis has been key to turning customer feedback into structured action plans that ultimately contribute to improving customer experience. Examples include making funds immediately available at our ATMs when cash is deposited, which improves convenience, and enabling customers to see the progress of their mortgage application during the lending approval process, which increases transparency.

*This number represents both Banking Reviews and Wealth Management Reviews. In F2015, there were 51▲ Wealth Management Reviews. Wealth Management Reviews are generally completed within 90 to 180 days depending on the complexity of the case. The average length of time to close Wealth Management Reviews in F2015 was 107▲ days, with two-thirds completed in an average of 62 days.

Further information

BMO website – We’re here to help – Resolving customer complaints www.bmo.com/pdf/resolving-complaint-en.pdf

Privacy and Data Security

WHY IT’S IMPORTANT TO BMO

As we respond to the changing needs of our customers and as more personal and business banking is done online, identifying,

There were no regulator privacy-related customer complaints or investigations initiated in fiscal 2015.

monitoring, and mitigating the risks to our customers' privacy and data security have become ever more important priorities. We are also working to achieve greater transparency in our efforts to protect our customers.

OUR APPROACH

We are committed to safeguarding the information that has been entrusted to us.

BMO's Chief Privacy Officer oversees our privacy risk governance framework, which we use to identify, manage, measure, mitigate and report privacy risk. This oversight takes many forms. For instance, the Privacy Office is engaged in providing direction on compliance with privacy policies and procedures for all new initiatives, vendor engagements, product launches, business practices, marketing and advertising materials, and other concerns. All incidents involving suspected or actual breaches of customer or employee personal information must be reported to the Chief Privacy Officer, and are investigated through to resolution under the direction of the Privacy Office.

The Chief Privacy Officer oversees privacy policy and procedure development and adherence, while the Privacy Office provides appropriate privacy training. All of our employees are required to take BMO's Information Security and Privacy Matters training at the outset of their employment, and annually thereafter. Almost every one of our employees completed the training in fiscal 2015.

Our Chief Information Security Officer (CISO) provides education related to information security, oversees mandatory training and meets regularly with senior executives and the Board to discuss our security posture and the threat landscape in North America.

We have a 100% electronic banking guarantee for Personal Banking customers. We promise to fully reimburse customers for any losses from their personal banking accounts that result from

unauthorized online banking transactions due to a security breach.

HIGHLIGHTS

BMO's CISO chairs the Information Security Council of the Canadian Bankers Association. The council convenes to address cyber security matters that impact the industry in Canada and internationally.

CISOs and chief information officers (CIOs) from the largest Canadian banks, life insurance firms and the TMX Group are also collaborating to define the current state of systemic cybersecurity risks.

Touch ID®† enables customers to securely access their accounts with user-friendly fingerprint recognition. In May 2015, BMO became the first major financial institution in Canada to introduce Touch ID authentication for iPhone®† mobile banking customers. Within a month of the launch, approximately 115,000 customers had signed up for the Touch ID app. The app was also launched in the U.S. in July 2015.

Information for customers on protecting themselves from online fraud and identity theft:

- We offer a free download of Trusteer Rapport®†† software. This not only protects the connection between a customer's computer and BMO's Online Banking site against common threats, it also ensures access to BMO's authentic Online Banking site is not replaced by a fraudulent website presenting itself as BMO Online Banking.
- We provide handy hints and tips in a new brochure for U.S. customers, entitled "Ways to help protect yourself".
- We published articles on ways to protect your kids (and wallet) from cybercrime (see below for links to the articles).

Further information

BMO website – How we protect you
www.bmo.com/home/about/banking/privacy-security/how-we-protect-you

BMO Harris website – 9 ways to protect your kids (and wallet) from cybercrime.
www.bmoharris.com/articles/child-cyber-crime-protection-611321/#.VgqSqzaFPX4

BMO website – 8 ways to protect your kids (and wallet) from cybercrime
www.yourfinanciallife.bmo.com/articles/cyber-security-611124?ecid=dw-AG-ILE36094EDB1-PRBMO14

Responsible Banking

Responsible banking demonstrates a financial institution's commitment to contribute to broader societal goals. At BMO, we work diligently to integrate considerations of environmental and social impacts into our decision-making processes for financing, credit, investment and asset management activities.

In addition, we have a responsibility to provide access to banking services for underserved and low-income communities, make our offerings more available to specific target groups, and reinvest in the communities where we operate. The ways in which we meet these responsibilities are all important indicators of good corporate citizenship and further proof that "We're here to help".

As a result of our materiality process described on page 10, we recognize that the most important Responsible Banking issues are:

- Access/Financial Inclusion
- Responsible Investing
- Responsible Lending

Access/Financial Inclusion

WHY IT'S IMPORTANT TO BMO

As a large North American financial institution, we have the ability to make a positive difference in the lives of our customers and our communities. We do this by providing products and services that are tailored to meet the needs of underserved communities, such as seniors, students and people new to the country. Working to increase the self-sufficiency of Aboriginal communities has been an area of focus for us in Canada for more than 20 years.

OUR APPROACH

We provide products and services that are tailored to meet the needs of underserved communities. We do this by partnering with communities and non-profit organizations that can help us design the right products and services. We also participate in programs to generate greater awareness of the benefits of certain products.

HIGHLIGHTS

Since the creation of BMO's Aboriginal Banking unit in 1992, we've opened 14 BMO branches located on, or near, Aboriginal reserve lands in Canada. Total Business with Aboriginal Customers has grown from \$10 million in 1992 to \$1.83 billion[▲] in 2015. (See Glossary of Terms on page 47.) Through BMO's

On-Reserve Housing Loan Program, we help provide financing for First Nations members without the need for government guarantees. Currently, 89[▲] First Nations participate in the loan program, and BMO has made more than \$835 million available in loans.

Achieved Gold Level certification for Progressive Aboriginal Relations four times from the Canadian Council for Aboriginal Business

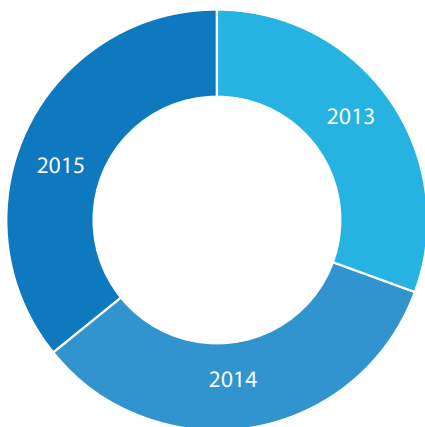
BMO provides financial advice to on-reserve businesses, partners with communities on their economic development initiatives and provides customized trust and investment management solutions.

BMO also facilitates investments in new and improved infrastructure - including medical facilities, gymnasiums and schools - and the financing of infrastructure projects like sewers and water treatment facilities. These projects have improved the lives of the people who live in these communities, both through the jobs they created and the services that were built.

Currently, **89▲ First Nations** participate in BMO's On-Reserve Housing Loan Program.



Number of RDSP Accounts at BMO



Year	Number of RDSP Accounts
2015	35,596
2014	33,694
2013	30,802

Free/Discounted Services for Seniors and Students

	2015	2014	2013
Seniors (Canada)	1,073,864	1,025,947	1,019,970
Students (Canada)* (university and high school)	480,889	352,835	470,349
Students (U.S.)**(college students)	72,531	62,066	50,966

* Students (19 years of age and older) and teens (between 13 and 18 years of age).

**College students are provided with a fee waiver that is good for four years. Normally the monthly account maintenance fee would be \$10 and the non-BMO Harris ATM transaction fee would be \$2.50.

In 2015, we provided free/discounted services to 1,627,284 seniors and students in North America. The chart above provides a breakdown of these services. In Canada, we also provide free banking to students for up to one year after they graduate.

BMO currently offers discounted banking services to 53,573 local and non-profit organizations across Canada. In the U.S., we provided chequing accounts with no monthly maintenance fee to 20,320 local and non-profit organizations in 2015.

The BMO NewStart™ Program offers accounts and services to landed immigrants, foreign workers and students that include tools to help improve financial literacy. In addition, we offer in-branch services in a number of languages, including Chinese and Punjabi.

We partner with organizations such as Omega Foundations and Planned

Lifetime Advocacy Network to promote awareness of products and the benefits they provide to specific communities. These products include the Registered Disability Savings Plan (RDSP), the Canadian Learning Bond and Registered Education Savings Plan (RESP).

Further information
 BMO website – Aboriginal Banking www.bmo.com/aboriginal/en/
 BMO website – BMO NewStart Program www.bmo.com/newstart/en/

Responsible Investing

WHY IT'S IMPORTANT TO BMO

At BMO Global Asset Management we believe that prudent consideration of ESG issues can have an important impact on the creation of long-term investor value. Companies that successfully manage their ESG risks and proactively follow ESG best practices may demonstrate risk-adjusted outperformance over the longer term. This belief underpins our

commitment to being a responsible investor.

BMO Global Asset Management is a signatory to the UN Principles for Responsible Investment, which was founded in 2006 with F&C Asset Management (F&C) – now part of BMO – as a founding signatory. This commitment is backed by specialist resources – a 14-member Governance and Sustainable Investment (GSI) team in London, a dedicated Responsible Investment Director in the U.S., and a six-member independent Responsible Investment Advisory Council, which has specific responsibilities related to our range of ethically-screened funds.

Our approach integrates the consideration of material ESG issues within mainstream investment portfolio management, as well as providing clients with a range of ESG funds and investment solutions.

OUR APPROACH

Our approach to integrating the consideration of ESG factors within our investment activities has a single aim: to enhance the quality of our investment decisions. This can be implemented in a variety of ways, depending on the investment style and underlying process.

In the U.S., the Disciplined Equity Group at BMO Global Asset Management has enhanced its investment approach by formally including and evaluating ESG criteria as part of its decision-making process. The team has developed an exclusion list based on ESG ratings from a third-party data provider, considers ESG ratings as part of all buy and sell decisions, and monitors each portfolio's overall ESG exposures.

Similarly, in Canada, the Fundamental Equity Group at BMO Global Asset

Management has enhanced its internal research process by formally including and evaluating ESG criteria as part of its investment decision-making process. Research analysts are required to pursue any red flags that appear in any of the ESG categories when considering their buy and sell recommendations for portfolio holdings.

BMO Global Asset Management teams make use of an in-house ESG risk tool, blending selected data points from third-party providers with proprietary information on engagement and voting. The results are made available to equity and fixed income portfolio managers, who incorporate the data and research in a way that vary according to the underlying investment process. ESG is also an important consideration across other asset classes, including private equity, real estate and sovereign debt. Alongside this, the GSI team leads an extensive program of company engagement, aimed at encouraging portfolio companies to improve their performance on ESG issues. In 2015, the team engaged with 1376 companies in 57 countries. This engagement included 66 meetings with companies at board level and covered a diverse range of topics including environmental standards, human rights, corporate governance and business ethics.

HIGHLIGHTS

Responsible investment strategies

BMO Global Asset Management offers investment strategies designed to meet the needs of clients who want specific ESG criteria applied to their portfolios. Our range of responsible strategies dates back more than three decades to Europe's first ethically-screened fund, launched by F&C. The range now encompasses equity, fixed income and private equity strategies, represents US\$1.74 billion (equity and fixed income strategies only as at September 30, 2015) in assets under management and includes:

- Responsible Global Equity Strategy, which focuses on companies with positive sustainability attributes, and

has ethical screens applied to exclude companies with poor environmental or social practices that are involved in controversial activities.

- Responsible Emerging Markets ESG Strategy, which invests in companies active within six sustainability themes, with minimum standards for sustainability and corporate governance.

Further information

BMO GAM website – Responsible Investment – ESG Policy Statement
www.bmo.com/gam/ca/institutional/news-and-insights/articles/ri-esg-policy-statement

Responsible Lending

WHY IT'S IMPORTANT TO BMO

As a large North American financial institution, we recognize that our lending activities can have an impact on the environment and society. We use sound risk management practices to identify, evaluate and mitigate, to the extent practical, the environmental and social impacts of our financing and lending activities, and we avoid dealing with borrowers who have poor environmental and social risk management track records.

OUR APPROACH

The existence of environmental and social risks does not preclude BMO from providing financing to a borrower. We have internal policies applicable to our Commercial Banking and BMO Capital Markets businesses to provide guidance on how to identify, manage and mitigate environmental and social risks in financing transactions. The policies are regularly reviewed and approved by executives in the Risk Management area.

Due diligence is performed by the line of business (LOB). As part of the approval process, the transaction application will include the LOBs findings. Environmental risk is most prevalent when dealing with environmentally sensitive industries. We have identified more than 50 industries that are subject to a higher level of



Investment Week
Sustainable Investment
Awards 2014
—Winner, Outstanding
Contribution Award

environmental due diligence. We evaluate social risks by assessing how well a client manages regulatory and other risks related to stakeholder engagement and issues related to Aboriginal consultation. Specific due diligence questions on both aspects are outlined in our financing policies.

Project finance

In addition to complying with our Code of Conduct and other voluntary codes of conduct, we follow internal guidelines which incorporate Equator Principles requirements for managing credit risk. We've been a signatory of the Equator Principles since 2005. Applying these principles helps us understand and assess the specific environmental and social issues associated with lending to activities such as resource extraction. We also use the World Bank/International Finance Corporation's environmental and social screening process to categorize and assess projects based on the magnitude of their potential impacts and risks.

BMO is not prepared to extend loans for transactions that are outside the national defence policies or international treaty obligations of Canada and the U.S. (such as NATO) and that have as their objective the international transfer of any equipment for military or internal security purposes. Additionally, BMO will not finance companies that manufacture weapons banned by existing international arms control treaties of which Canada and/or the U.S. are signatories.

Since 2005, BMO has been a member of the United Nations Environment Programme – Finance Initiative (UNEP FI), a global partnership between UNEP and more than 200 financial institutions.

As a member of the Global Compact Network Canada, the local chapter of the United Nations Global Compact, we participate in cross-industry and cross-sector working groups on topics such as sustainability reporting, human rights and supply chain issues.

HIGHLIGHTS

In 2015, BMO Capital Markets was involved in raising approximately \$2.9 billion of equity and debt in the capital markets for entities active in renewable energy across North America.

In addition, as of October 31, 2015, we had approximately \$2.5 billion of lending capital committed to the sector. These figures include only those transactions and lending commitments directly associated with renewable energy or entities having a substantial interest in renewable energy.

BMO Capital Markets was involved in several renewable energy transactions during fiscal 2015, including the following:

Hydro Ottawa acquisition of hydroelectric facilities

Acted as exclusive financial advisor to Hydro Ottawa in the acquisition of 10 run-of-the-river hydroelectric facilities from Fortis Inc. The facilities are located in Ontario and New York State and have a total of approximately 31 MW of installed green energy capacity.

Pattern Energy Group equity and convertible note financing

Acted as joint bookrunner for Pattern Energy Group Inc.'s US\$125 million follow-on equity offering and concurrent US\$225 million convertible note offering. Pattern Energy Group Inc. is a renewable power producer with a total generating capacity of 2,282 MW at 16 wind power facilities in the U.S., Canada and Chile.

Meikle Wind power project financing

Acted as joint bookrunner and administrative agent on the \$393 million non-recourse project financing of the Meikle Wind power project owned by Pattern Energy Group Inc. With a capacity of 180 MW, Meikle Wind is the largest wind power project in British Columbia. Once completed, this project will have the capacity to generate enough clean energy for up to 54,000 homes in the province.

Hydroelectric generating station debt refinancing

Acted as lead arranger for the US\$390 million non-recourse project financing of the 508 MW Seneca Pumped Storage Generating Station owned by LS Power. This hydroelectric power plant is located in Pennsylvania and uses stored water that has been pumped from the Allegheny River to generate electricity.

Further information

BMO website – Responsible Lending

www.bmo.com/home/about/banking/corporate-responsibility/customers/responsible-lending

Community Reinvestment

Community reinvestment is a top priority for us and an intrinsic part of the way we do business. Every day, we demonstrate

our commitment to the neighbourhoods we serve through a focus on economic development, financial literacy, affordable housing and home ownership. We are committed to working with community partners to strengthen the foundation of communities wherever we do business.

In 2015, BMO Harris Bank provided US\$947.3 million in community development loans to support economic development, community service and affordable housing in the communities where we operate in the U.S.

EXAMPLES

BMO Harris Bank has provided innovative financing to a housing project in St. Louis, Missouri, that offers significant environmental and redevelopment benefits. Our lending team created development loans

which, in addition to using tax-exempt bonds, accessed four different state and federal tax credits in order to make the financing possible. The project's environmental impact is significant, since it involves the adaptive reuse of an existing building constructed in the 1880s. The 87-unit project will promote the revitalization of the city's-downtown area. The project's apartments will provide affordable (under 60% of the area's median income) rental housing for families and will include studios, one-bedroom and two-bedroom apartments.

BMO Harris Bank also provided construction and permanent financing to a project in Avondale, Arizona. The developer is working in partnership with a local housing authority to build 143 new housing units that will replace 154 dilapidated units on two existing sites. These new units will be marketed to families at 50% of the area's median income. This will be our first rental assistance project in Arizona. Thirty of the 77 units in Phase I and 30 of the 66 units in Phase II will be set aside as permanent housing for the chronically homeless, with preference given to military veterans.

BMO Harris Bank invested in a direct commercial real estate mezzanine facility to support the construction of a proposed new 248-unit mixed-income rental housing project in St. Paul, Minnesota. Of the 248 units, 199 will be rented for amounts that are at or below the affordable rate for the area. This investment structure provides gap financing that is essential to the completion of the project.

Further information

BMO Harris website – Community Development

www.bmoharris.com/us/about/building-strong-communities/community-development

BMO website – Project financing and Equator Principles

www.bmo.com/home/about/banking/corporate-responsibility/customers/responsible-lending

Equator Principles Reporting (Fiscal 2015)

The total number of Project Finance transactions that reached financial close in our fiscal 2015 was 7. The breakdown, using Equator Principles III, follows:

Sector	Category	Category	Category
	A	B	C
Natural Resources	1	1	0
Infrastructure	0	0	0
Power and Utilities	0	5	0
Diversified	0	0	0
Region	Category	Category	Category
	A	B	C
Australia and New Zealand	0	0	0
Asia	0	0	0
Europe, Middle East and Africa	0	1	0
Americas	1	5	0
Country Designation	Category	Category	Category
	A	B	C
Designated	1	6	0
Non-designated	0	0	0
Independent Review	Category	Category	Category
	A	B	C
Yes	1	5	0
No	0	1	0

Inspiring our People

At BMO, we're passionate about our customers. In order to deliver on our promise to customers – “We're here to help” – we're creating an environment where BMO's close to 47,000 employees can align their efforts with our values, vision and brand, deliver great customer experiences, and have opportunities for personal and professional growth that allow them to reach their full potential.

Employee engagement helps define BMO's corporate culture, distinguishing us from our peers and competitors and giving us a competitive advantage in attracting and retaining top talent.

As a result of our materiality process described on page 10, we recognize that the most important employee issues are:

- Employee Engagement
- Diversity and Inclusion
- Learning and Development
Talent Attraction and Retention

Note:

- Our approach to managing these material issues is consistent with the prior year's disclosure. Please see the GRI Index beginning on page 36 for the DMA.
- Other sections in this report also describe initiatives related to our employees. For example, in *Building Stronger Communities*, we discuss employee volunteering.

Employee Engagement

WHY IT'S IMPORTANT TO BMO

At BMO, people matter. We believe that when our employees are engaged and inspired to make a difference in the lives of our customers and communities, they can deliver a great customer experience and sustained growth in shareholder value.

Creating an environment where people can thrive and pursue personal and professional growth in ways that matter to them makes BMO a more customer-focused, innovative, competitive and productive organization. At BMO, this starts with a culture rooted in our values, where expectations are clearly stated and accomplishments are recognized and celebrated.

We ask our employees for their views on a wide range of topics, such as how well we are doing at delivering great customer experiences and helping them gain great career experiences, our progress in creating a diverse and inclusive workplace, and the effectiveness of the tools they have to do their job. Their insights are essential to our business planning process.

PROGRESS ON BMO PULSE

This is the third year we have administered the current version of BMOPulse, our enterprise employee survey. We're already seeing trends emerging in year-over-year results, and the survey allows us to compare our performance to leading North American companies across all industries.

At BMO, our employees can make progress toward their career goals by pursuing unique experiences. We encourage employees to take charge of their career, and we ask our managers to support them along the way.

HIGHLIGHTS

In 2015, 88%▲ of employees participated in the *BMOPulse survey* – an increase of 6 percentage points from two years earlier. Our employees demonstrate a keen commitment to both BMO and their work: 81%▲ of respondents indicated they feel highly engaged by their role in the workplace, up 1 percentage point over last year, as well as by our corporate culture and vision, up 2 percentage points over the last year. While our results exceed other Financial Institutions by 2

	2015	2014	2013
Annual employee survey participation rate ▲	88%	86%	82%
Employee Engagement Index (EEI) ▲	81%	80%	78%



BMO was named one of **Canada's Best Diversity Employers** for 2015 by Mediacorp Canada Inc., the publisher of Canada's Top 100 Employers.



The Minority Corporate Counsel Association named BMO's Legal, Corporate and Compliance Group a 2015 Employer of Choice, recognizing BMO as an industry leader.

percentage points, there's still work to be done, as our results on these metrics are 5 percentage points lower than those of other leading companies across North America.

We also use shorter, targeted Pulse Check surveys to gather deeper insights on specific issues. Pulse Checks help us identify key drivers – unique to BMO and to each of our business groups – that raise the level of engagement for our employees. Managers apply these insights to collaborate with their teams in developing action plans, and then track the results, share them with their teams and measure outcomes.

At BMO, we understand that engagement requires involvement. We recently invited our employees to get involved in helping *redefine our brand*.

- Thousands of employees informed some of our most significant customer-focused decisions – which technology to pursue, which processes to improve, and which products and services to offer.
- 600 brand VIPs participated in 50 workshops to define brand-aligned values and the behaviours that best embody those values.
- 6,800 employees helped to refine our understanding of those values and behaviours by taking part in BMO Jams (real talk in real time in a live, online chat).

Our *performance management program* helps managers and employees set clear goals, with metrics and targets that define success. Our employees know how they are progressing because of regular assessments, feedback and coaching.

We make sure employees know what's happening in our organization, are *fully engaged in BMO's strategic priorities*, and have opportunities to present their point of view. Our CEO, Chief Operating Officer and other top leaders maintain internal blogs and conduct our business group leaders hold regular town halls. Our annual conferences bring employees together to learn, exchange ideas and develop business strategies.

Further information

www.bmo.com//home/about/banking/corporate-responsibility/employees

Diversity and Inclusion

WHY IT'S IMPORTANT TO BMO

Diversity is one of BMO's core values, and we are committed to having the right talent everywhere across our organization — which means we need to provide a level playing field, where every one of our talented employees can succeed.

Creating a diverse workforce and an inclusive workplace is essential to delivering great customer experiences. When our workforce reflects our customers and

the communities where we live and work, it helps us see through their eyes and allows creativity and innovation to thrive.

HIGHLIGHTS

We are now in the fourth year of a *five-year strategy* intended to increase the diversity of our workforce and build a more inclusive workplace. Our renewal initiatives were aimed not just at aggressive workforce goals — for example, female representation of 40% in our senior leadership ranks by 2016 — but also at shifting the mindset and corporate culture across our organization.

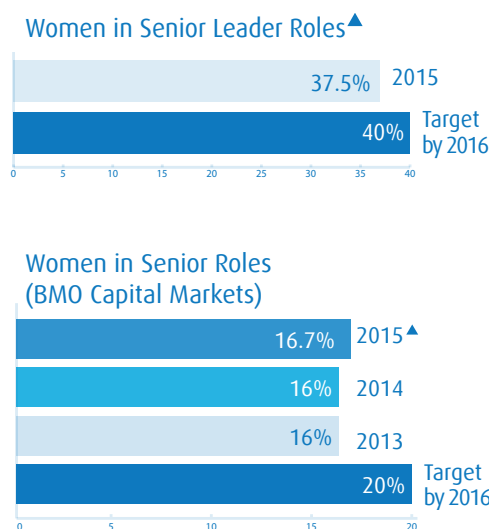
Our *enterprise Leadership Committee for Inclusion & Diversity*, comprised of senior leaders from all of BMO’s business and functional groups, leads the creation of key strategies and action plans to help change how we operate in order to promote greater diversity and inclusion. This includes realigning structures, systems and processes, and establishing programs that support many groups, including women, persons with disabilities, visible minorities, Aboriginal peoples and the LGBTQA (lesbian, gay, bisexual, transgender, queer and allied) community.

We also work closely with *external partners* to promote greater diversity and inclusion. For example, we established the BMO / Catalyst Inclusive Leadership Practice Centre to help current and emerging leaders build more inclusive workplaces, advance women’s careers and better manage diverse employee teams. We have also established a partnership with SheEO, a Toronto-based group that supports female entrepreneurs across Canada and aspires to connect women on a global scale.

The inclusivity score in our *BMOPulse annual employee survey*, which measures the degree to which our employees feel valued, respected and treated fairly in the workplace, has risen steadily since 2013. It is now at 83%, which is above the benchmark for leading companies.

We are helping our managers develop the skills they need to continue to build and maintain inclusive workplaces. We completed individual assessments and training for more than 300 BMO senior leaders this year. We also rolled out “*Learn from Difference*” *awareness training* for all of BMO’s 7,000 people managers to help them identify their cultural blind spots and hidden biases.

We are on track to achieve our *2016 goals*. The representation of women in senior leader roles is 37.5%▲. In senior roles, visible minorities represent 25.5%▲ in Canada and persons of colour represent 12%▲ in the U.S. In 2015, we established a separate goal of 15% by 2016 for People of colour in the United States. Our detailed assessment validated that an aspirational and credible goal was required to accurately reflect U.S. context and challenges. Diversity is also clearly evident in our talent pipeline, with 42% of the roster represented by women and 23% by visible minorities/persons of colour, ensuring that we will be able to make further progress in the years to come.



We created a *pilot sponsorship program* aimed at increasing the diversity of our talent, with a cohort of 17 protegés, 15 of whom have been placed in new roles or experiences. Another 23 new protegés have already joined the next cohort.

Our enterprise-wide *Employee Resource Groups (ERGs) and Affinity*

Groups – including those for women, African-Americans, Hispanic, Latinos, Asian-Americans, Aboriginal peoples, persons with disabilities, LGBTQA employees and military veterans – are made up of passionate employees who volunteer their time to help make diversity and inclusion a daily reality at BMO.

Further information
 BMO 2014 Employment Equity Narrative Report
www.bmo.com/home/about/banking/corporate-responsibility/our-approach/reporting

BMO website – Diversity and Inclusion
www.bmo.com/home/about/banking/corporate-responsibility/employees/diversity-equity-inclusion

Learning and Development

WHY IT’S IMPORTANT TO BMO

Investing in our employees’ growth has always been a priority for BMO. We know that companies and their employees both succeed when those employees have opportunities to grow and feel that they can take ownership of their careers. Results of this year’s *BMOPulse* survey show that “opportunities to grow” is a key driver of employee engagement.

Actions speak louder than words. More than two decades ago, we built our own corporate education facility in close proximity to our headquarters. BMO’s Institute for Learning (IFL) was the first such facility in Canada and one of only a handful in North America. It’s here, at the IFL, where our employees are able to explore new avenues for professional and personal development.

HIGHLIGHTS

Our *orientation programs* ensure that, right from the start, all new employees are actively engaged and have the support they need to succeed. In addition to an introduction to BMO’s corporate culture, new employees meet and learn from senior leaders across the organization in executive presentations and panels.



33.4 hours of training per full-time equivalent (FTE) employee▲ in 2015

\$93,185,985▲ annual investment in employee training: \$1,980 per FTE employee in 2015

We've aligned our leadership learning with BMO's priorities to strengthen our leaders' capacity to inspire engagement, loyalty and growth. Since 2008, we've spent approximately \$25 million to design, develop and deliver 35,815 *leadership learning days*.

Our internally created eLearning suite includes a set of modules, *Leadership for Individual Contributors*, which focus on capabilities that can help any BMO employee improve their leadership skills, whether or not they are people managers.

We offer a suite of programs intended to develop managerial and leadership abilities in all our employees. Newly hired managers attend *Perspectives in Leadership*, a course in which they become familiar with BMO's leadership philosophy and have an interactive session with the heads of our major lines of business.

We have in place programs tailored to meet the needs of our future leaders as they advance through our organization. From the introductory *Leadership Development Program* (and *Senior Leadership Development Program*) to the *Advanced Leadership Program*, participants learn how to effectively execute strategy and respond to ever-changing internal and external pressures to deliver results for our customers.

Employees are required to complete our annual *Ethics and Legal Compliance Training* (ELCT) program, which includes courses on the following topics: accessibility and our customers, anti-corruption, anti-money laundering and anti-terrorist financing, code of conduct, health and safety, and information security and privacy matters. The goal of the ELCT program is to ensure our employees are equipped and prepared to act in accordance with our values and policies.

Each year, we hire and train approximately 1,500 Financial Services Managers (FSMs) who are either new to BMO or new to this role. FSMs are key points of contact

for customers and are critical to driving branch sales and revenue. To accelerate progress toward readiness and productivity, we designed a *new off-role learning model: BMO's FSM Development Program*. This year, we piloted the program with 40 new hires, and the results have been very impressive.

Further information

BMO website – Institute for Learning www.bmo.com/ifl/

BMO Careers website www.bmo.com/home/about/banking/careers/career-opportunities

BMO website – BMO's Talent Strategy www.bmo.com/home/about/banking/corporate-responsibility/employees/investing-people

Talent Attraction and Retention

WHY IT'S IMPORTANT TO BMO

Our employees are our most valuable resource. To be successful, we need to distinguish our organization from our peers and competitors as a preferred destination for talent, so we can attract talented people who will embody BMO's brand and contribute to our success – and then engage these talented people and inspire them to stay.

HIGHLIGHTS

We recruit more than 7,000 new employees every year, with a focus on the roles that will help us deliver a great experience to all of BMO's customers. Hiring the right employees involves being clear about what we're looking for, identifying

BMO was named one of Greater Toronto's Top Employers by Mediacorp Canada Inc., the publisher of Canada's Top 100 Employers, for the ninth year in a row.

strong candidates, being competitive in what we offer, and creating a welcoming experience throughout the hiring process.

Students are an important source for our talent pipeline. Through the *BMO Student Intern Program*, we establish relationships with students early in their careers, offering them opportunities to gain valuable experience while they're

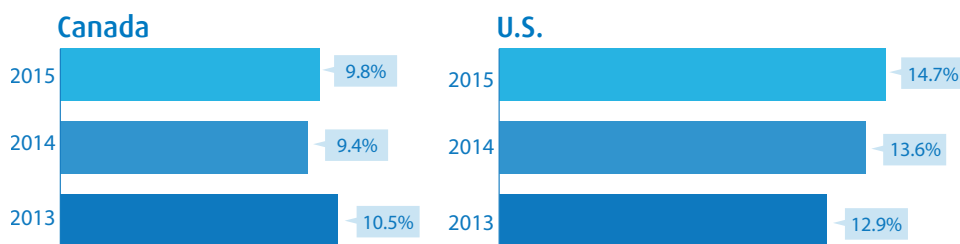
Our *recognition program* focuses on demonstrating appreciation for the very best individuals and teams. BMObeam, our social recognition program, includes a real-time online newsfeed. Everyday successes are posted for others to see, so employees from across BMO Beam, can share in the moment. Quarterly, our leaders recognize a number of individuals and teams with a Spotlight Award for championing our brand. Once a

We refer to *voluntary turnover rates* to evaluate employee retention. On a monthly basis, turnover rates are reviewed by each line of business and our Human Resources teams, to look for trends and identify opportunities in their markets.

Further information

BMO website – Career Opportunities www.bmo.com/home/about/banking/careers/career-opportunities

Voluntary Turnover Rate▲



still in school and then transition into full-time work after they graduate. To support their success, we assign each student a mentor who can help them navigate our organization and build a network.

In order to equip all of our new employees for success, our *orientation programs* (see page 25) provide them with an understanding of BMO's history, our strategy and values, and what we expect of them in their new role.

Our talent philosophy is to promote from within. We help our employees map out a career pathway, with support from their managers, innovative tools and resources, and host an annual Career Month. During our most recent Career Month, more than 15,000 employees accessed videos and tools through our Career Hub.

Leadership planning is a priority. We hold more than 250 roundtables a year to identify future leaders, assess their performance and potential, and align future leaders with our internal succession slates.

year, exemplary employees who truly set themselves apart are celebrated at an awards event.

We provide *competitive compensation*, which includes an incentive program that is aligned with performance. We also offer an Employee Share Ownership Plan to all BMO employees, and more than 85% currently participate.

Benefits are available to full-time and part-time employees and their eligible dependants, as well as retirees. Our benefits include: health and insurance coverage; income protection; retirement, savings and work/life effectiveness programs; tuition assistance; volunteer grants; and a matching gift program.

We have various programs to help employees *balance the demands of personal life and work*, including LifeWorks and People Care Days. Further details can be found on our website.

Our primary source of *employee feedback* is our annual employee survey, BMOPulse (see page 23). We also gather regular employee feedback in order to assess whether our employees are engaged and inspired to stay with us.

Building Stronger Communities

At BMO, we understand that we have an important role to play in the thousands of communities we call home. We know that when the communities that BMO serves succeed, BMO succeeds. So when we say “We’re here to help”, that’s a promise we make not only to our customers, but also to our communities.

In addition to the billions of dollars we spend each year for salaries and benefits, goods and services, taxes and dividends for our shareholders, being a good corporate citizen means taking an active part in making life better, wherever we are.

We do this through donations that provide funding for education, healthcare and hospitals, economic development, affordable housing, arts and culture, social services and federated appeals. We fund corporate sponsorships that enrich the shared life of communities. Because we believe doing the right thing for our communities is both a corporate and a personal responsibility, we empower our employees to get involved by offering them the time and opportunity to volunteer.

As a result of our materiality process described on page 10, we recognize that the most important issues related to Building Stronger Communities are:

- Contributing to Our Communities
- Financial Literacy

Note:

- Our approach to managing these material issues is consistent with the prior year’s disclosure. Please see the GRI Index beginning on page 36 for the DMA.

Contributing to our Communities

WHY IT’S IMPORTANT TO BMO

BMO thrives when our communities thrive. As we become more involved in our communities, we learn more from their diversity. In turn, this inspires innovation and helps us find new ways to help. Our promise to the marketplace is that “We’re here to help”, and to bring that commitment to life, we’re determined to prove it’s true in everything we do.

CORPORATE DONATIONS

We focus our giving on initiatives and programs that help build stronger communities by contributing to economic prosperity and enriching lives.

We have provided support to the communities where we operate since our founding nearly 200 years ago. We support many registered charities and non-profit organizations in the following areas:

- Arts and culture
- Civic, social services and federated appeals
- Economic development/affordable housing
- Education
- Hospitals, health and research

Here are some examples of our charitable donations, by focus area.

Arts and Culture

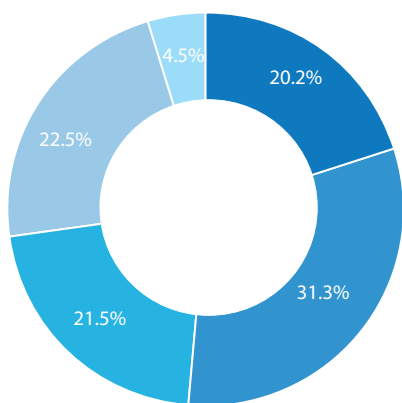
In 2015, BMO made a number of major donations to arts organizations across the country, including:

- \$1.5 million for the naming of a new 48,000-square-foot arts complex that will house the offices of Vancouver’s Arts Club Theatre and Bard on the Beach Theatre Society. The BMO Theatre Centre will also include a 250-seat theatre, four rehearsal spaces and two areas for creating and storing costumes.
- \$650,000 for the naming of the three marquee gallery spaces in Saskatoon’s new Remai Modern Gallery, which is scheduled to open in 2017.
- \$1 million to the new National Music Centre for the naming of the BMO Soundscapes Gallery, which will provide visitors with an audio-visual experience exploring the music, culture and landscapes of Canada in an immersive and exciting way. The Centre, located in Calgary’s East Village, is slated to open in 2016.
- \$1 million to support Le Diamant, Robert Lepage’s new multidisciplinary performing arts complex in Quebec City, which will bring together artists from around the

BMO donated \$1 million to Ryerson University to strengthen its **Tri-Mentoring Program**.

Photo Credit: Alysia Burdi and Ryersonian.ca

\$56.9 million▲ in donations to non-profit organizations across North America



Corporate Donations by Focus Area (%)	% of Total
Education	20.2%
Hospitals, Health and Research	31.3%
Civic, Social Services and Federated Appeals	21.5%
Arts and Culture	22.5%
Economic development/Affordable housing	4.5%

world while also serving as an incubator for performing arts productions, and will feature a 600-seat theatre. Lepage, who is a playwright, actor, and film and theatre director, is one of Canada’s most honoured and widely acclaimed artists.

- US\$300,000 to be the Season Sponsor of the Grant Park Music Festival in Chicago through 2017. The Grant Park Music Festival is the nation’s only free, outdoor classical music series of its kind. Each summer, the Festival presents ten weeks of free classical concerts to all of Chicago at the Jay Pritzker Pavilion in Millennium Park.

Civic, Social Services and Federated Appeals

BMO Harris Bank provided a US\$100,000 grant to Openlands for its Building School Gardens program. Openlands works with disadvantaged Chicago public schools to develop and deliver a curriculum that engages students as they work together to build outdoor gardens that also serve as learning spaces. Students are involved in creating, installing and maintaining the gardens. To date, over 60 school gardens have been installed with BMO’s support.

Economic Development/Affordable Housing

BMO Harris Bank donated US\$200,000 to

Heartland Alliance – a leading anti-poverty organization in the U.S. Midwest – to expand its housing program. Heartland Alliance has developed more than 1,700 units of affordable single-room, family and seniors housing in the Chicago area for those in need.

BMO Harris Bank was the marquee sponsor of the 2015 Entrepreneurial Women’s Conference, organized by the Women’s Business Development Center. The Center works to support the development and growth of women business owners in Chicago. BMO bankers and employees are also involved with the Center throughout the year, providing business advice.

Education

BMO donated \$1 million to Ryerson University to strengthen its Tri-Mentoring Program, which helps equip students for success during their university years, as well as in their transition to the workplace. BMO’s support will help to expand the program’s outreach, including specific initiatives for students with disabilities, Aboriginal students, LGBTQA students and women in science, technology, engineering and mathematics programs.

BMO also pledged \$2 million to the campaign for L’Université de Montréal, HEC Montréal and Polytechnique

Montréal that will fund chairs in diversity and governance, and in religion, culture and society. Researchers will examine emerging trends in the social, political, economic, legal and ethnic spheres of today's society and how they will shape future decision-making about policies in both the public and private sectors.

Hospitals, Health and Research

BMO donated \$1 million to support ongoing stem cell and regenerative medicine research in Canada. Half of this donation will be directed to The Ottawa Hospital's Regenerative Medicine Program, and the other half is designated for the Canadian Stem Cell Foundation to fund leading research initiatives across Canada.

BMO donated \$3 million to the University Health Network for the naming of the BMO Education and Conference Centre at its Toronto Western Hospital campus. This new meeting facility, featuring the most up-to-date technology, brings together medical practitioners from around the world to share the latest medical breakthroughs and to observe and learn more about groundbreaking surgical techniques and procedures.

BMO Harris Bank pledged US\$150,000 to A Silver Lining Foundation in support of the Buy A Mom A Mammogram program at St. Anthony Hospital in Chicago. The program eliminates cost as a barrier to breast health services by providing funding to hospital partners to support the delivery of free screening mammograms, diagnostic evaluation and follow-up testing when indicated.

Disaster Relief

BMO also donates to important global humanitarian organizations such as the Canadian Red Cross in support of their relief efforts following natural disasters. In response to a recent Canadian Red Cross appeal for funds to address the worsening crisis in Syria, BMO joined together with Canada's four other major banks in making a combined donation of \$1 million to provide Syrian refugees with essential relief items and first aid.

Equity through Education

In one day, BMO Capital Markets raised \$1.3 million, which will be shared among the following charities:

- Financial Women's Association
- Imperial College
- Indspire
- Jackie Robinson Foundation
- Knowledge is Power Program
- Lime Connect
- Loran Scholars Foundation
- Women in Capital Markets Return to Bay Street Program

Equity through Education (BMO Capital Markets)

The 11th annual Equity Through Education (ETE) trading day took place this year on September 17. This is an initiative of our Trading Products group, which donates an amount equivalent to all institutional equity trading commissions earned that day across North America and Europe to benefit organizations that provide educational opportunities to deserving students. Since it was launched, ETE has assisted more than 3,000 individuals.

SPONSORSHIPS

In addition to providing unique opportunities to raise the profile of our brand, sponsorships make a positive social and cultural impact. We take great pride in playing an instrumental role in long-running initiatives, some of which are decades old, as outlined below:

Calgary Stampede

Our partnership with the Calgary Stampede began in 1912, when Bank of Montreal became the Stampede's official banker. It includes title

sponsorships of the BMO Farm Family Awards, which honour the contribution of those working in agriculture, and BMO Kids Day, which brings out more than 25,000 people every year for a free pancake breakfast and plenty of family fun and entertainment. BMO is proud to partner with the Calgary Stampede in celebrating Canada's Western heritage and the importance of agriculture to Albertans.

Sports

In 2015, BMO partnered with four of the biggest names in Canadian hoops: National Basketball Association (NBA) Rookie of the Year Andrew Wiggins of the Minnesota Timberwolves; Kyle Lowry of the Toronto Raptors; Kelly Olynyk of the Boston Celtics; and Tyler Ennis of the Milwaukee Bucks.

These endorsements enhance BMO's sponsorship of basketball as the sport continues to develop in Canada at the grassroots level. The four stars led a youth basketball clinic at the Air Canada Centre attended by 50 players from the Greater Toronto Area, many of whom were drawn from neighbourhoods where these stars have deep connections.

BMO is the team sponsor of the Toronto Raptors, Chicago Bulls and Milwaukee Bucks of the NBA, as well as the premier sponsor for the Montreal Impact and Toronto FC of Major League Soccer, and also sponsors a number of other major sports events in Canada, such as the BMO Nations Cup equestrian competition at Spruce Meadow, and several of Canada's largest marathons.

Further information

BMO website – Donations

www.bmo.com/home/about/banking/corporate-responsibility/community/donations-sponsorships

BMO Capital Markets website – Equity Through Education

www.bmocm.com/in-the-community/



United Way recognized BMO for helping to ignite change through the BMO Employee Giving Campaign, which is one of the largest and most successful employee donation and engagement campaigns in North America.



\$34.5 million Corporate Donations in Canada

EMPLOYEE GIVING/VOLUNTEERING

We offer our employees the opportunity to participate in a wide range of community-building activities that unite us across borders in pursuit of a common goal: working together to help even the odds and improve the lives of the people in our communities.

HIGHLIGHTS

Contributing: More than 42,000 employees participated in the BMO Employee Giving Campaign in 2015. Donations of almost \$18.5 million went to local United Way organizations and other charities across North America.

Helping Others: More than 6,800 participants raised more than \$1.3 million for Walk So Kids Can Talk, an annual event presented by BMO. Funds raised through the five kilometre walk help ensure children and youth across Canada can reach out to a Kids Help Phone professional counsellor by phone or online, day or night, in English or French. We have supported Kids Help Phone since its founding in 1989.

Volunteering: Launched in June 2001, BMO Volunteer Day offers our employees an opportunity to participate in charitable work and projects during regular business hours, volunteering their time at organizations for children, youth and seniors, food banks, community housing and healthcare facilities, family resource centres, parks and recreational facilities, relief organizations and homeless shelters. In June 2015, more than 4,300 employees participated in this annual event.

For over 20 years, BMO has proudly served as the founding sponsor of The Learning Partnership's award-winning Entrepreneurial Adventure (EA) program. To date, the program has raised more than \$2.7 million for charitable organizations in Canada. The EA program brings volunteer business mentors together with local teachers and students in classes ranging from kindergarten to grade 12. Together, they embark

on a hands-on entrepreneurial journey from December through to the following spring. The program concludes with the annual BMO National Student Innovation Awards and Showcase.

Almost 300 BMO employees participated in this program in 2015. The EA program is a wonderful way for BMO employees to nurture the entrepreneurial spirit in enterprising young people. Feedback from our employee volunteers is remarkably positive. In a recent survey, 90% of these employees indicated they would like to participate again next year.

BMO and Junior Achievement of Central Ontario (JACO) teamed up to develop a program that would prepare students for the workplace of today, where people of many different backgrounds work together to achieve common goals. A key focus for the program is the important role diversity plays in enriching our personal and working lives. During the 2014-2015 school year, 255 BMO volunteers delivered this full-day experience to more than 4,000 students in Toronto.

During their assignments, interns gain hands-on experience as they take on a range of job responsibilities relevant to the corporate business environment, from analyzing research data and preparing and delivering presentations, to honing their customer service and communications skills. All interns are paired with a mentor who provides ongoing personal support throughout their work term. These internships also give participants the opportunity to network with peers, managers and business leaders and develop other important skills, such as critical thinking and problem-solving.

BMO Capital Markets teamed up with Variety Village to unveil one of Toronto's largest playgrounds for children of all abilities. Variety Village is a sport, fitness, education and life skills facility located in Scarborough, Ontario. Its goal is to create a level playing field free from intimidation and obstacles. People of all abilities are encouraged to reach their potential

and feel comfortable as they participate in a variety of activities alongside their peers.

Almost 500 senior leaders from BMO Capital Markets, representing 10 countries on four continents, spent three hours at Variety Village building this state-of-the-art accessible playground. Darryl White, Group Head, BMO Capital Markets, and John Willson, President and CEO of Variety Village, along with Toronto Mayor John Tory and the Hon. Brad Duguid, Ontario's Minister of Economic Development, Employment and Infrastructure, joined BMO employees in hosting a barbecue with the families of 100 children of all abilities to celebrate the opening of the new playground.

Financial Literacy

WHY IT'S IMPORTANT TO BMO

We help our customers gain the knowledge, skills and confidence they need to make responsible financial decisions – because when our customers succeed, we succeed. We also play an important role in improving people's money management skills in the communities where we live and work. We're involved in various programs and activities aimed at improving financial literacy, partnering with organizations that can help extend our reach and maximize the impact of these initiatives.

HIGHLIGHTS

Since 2013, we've supported the Talk With Our Kids About Money Program, which was developed by the Canadian Foundation for Economic Education. Through an interactive website and school program, kids, their parents and teachers can learn about money and have fun – through activities, stories, educational tools and videos – and also open the door to important conversations that will set them on the right path for financial success. After starting at 400 schools in its first year in Toronto and Montreal, the program expanded to reach 1,300 schools in 2014, and is now offered at 2,190 schools in 10 Canadian provinces and across Illinois and Wisconsin. It's

estimated that 400,000 students were involved in the program this year, up from an estimated 300,000 students in 2014. To increase awareness of the program, a special one-day annual event, Talk With Our Kids About Money Day, also takes place in April.

During Financial Literacy Month in November, we publish financial tips to help individuals and families save money. We also provide links to tools on our website that can help them manage their money.

This past spring, Bango, the friendly, furry, six-foot-tall deer who is the mascot of the Milwaukee Bucks basketball team, helped us bring together more than 130 Milwaukee-area kids and their parents, at the invitation of several local non-profits, at the BMO Harris Bradley Center (the Bucks' home court) for a day of food, fun, basketball – and financial education.

Let's Start is a confidential, voluntary online program that offers our employees an enjoyable and personalized approach to learning about money matters. Program themes include budgeting, debt management, saving, mortgages and investing. Our research shows that 46% of employees who have participated in the program found the site helpful in building their financial confidence. In addition, 45% of employees who visit the site register, and 55% of those who register go on to complete a theme assessment.

Further information
Corporate Responsibility website –
Financial Literacy
www.bmo.com/home/about/banking/corporate-responsibility/customers/financial-literacy

Talk With Our Kids About Money
website
www.talkwithourkidsaboutmoney.com

Reducing our Environmental Footprint

At BMO, our approach to taking responsibility for the environment extends beyond the products and services we provide to our customers. It includes a commitment to minimize our impact on the environment. This work is led by our Environmental Sustainability Group and our team of more than 100 in-house Environmental Ambassadors. BMO's Sustainability Council provides guidance and insight.

Our guiding principle is: We aim to deliver top-tier shareholder return and balance our commitments to financial performance, our customers and employees, the environment and the communities where we live and work.

Through our materiality process described on page 10, reducing our environmental footprint was identified as an important issue.

See Responsible Banking on page 18 for a discussion of the environmental and social impacts related to our business activities.

Reducing our Environmental Footprint

WHY IT'S IMPORTANT TO BMO

Stewardship of the environment is one of today's most significant social issues. Its importance to our stakeholders, including our employees, drives our efforts to find creative solutions and dedicate resources to minimizing the environmental impacts of our operations.

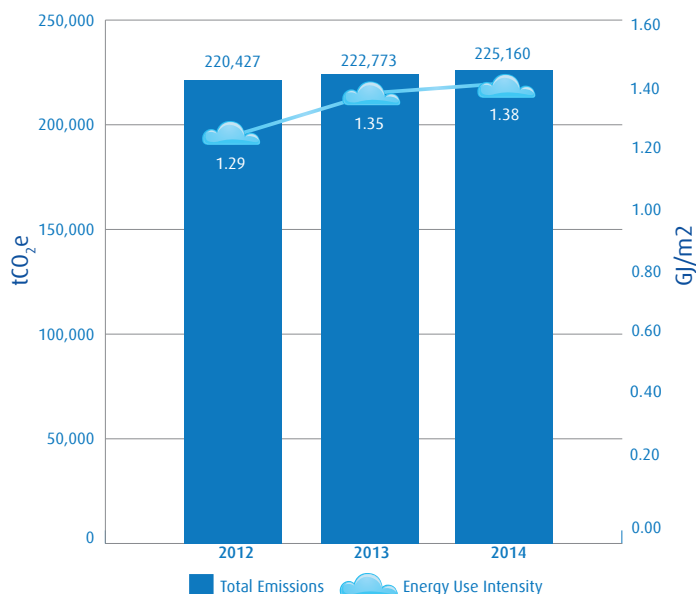
Reducing our consumption of energy in the buildings we occupy and limiting business-related travel by our employees also helps reduce our operating expenses,

which contributes to our bottom line while building our reputation as an organization that considers climate change and the effects of climate change to be important social issues.

OUR APPROACH

We are committed to minimizing the environmental impacts of our business operations through best-practice management of our energy use, transportation, material consumption, water use, waste, emissions and effluent. As part of this commitment, we have developed a robust Environmental Management

2014 Total Emissions and Energy Use Intensity*



*2015 environmental performance data will be posted on our website in June 2016.



If you're building any new branch today, even one with traditional teller lines, you're looking at a smaller footprint.

Paul Dilda, Managing Director, North American Physical Channels



For Earth Day, more than 1,400 BMO employees pledged to enrol in our online environmental course, Essentials of Environmental Sustainability.

System that describes the objectives, targets and processes in place to mitigate these impacts. We monitor our performance against our stated objectives in the pursuit of continual improvement in our environmental performance.

CARBON NEUTRALITY UPDATE

BMO has been a carbon neutral company since 2010. We've continued to maintain this status by focusing on three strategies: reducing energy consumption in our real estate facilities and for employees' business-related travel; investing in electricity from renewable sources;

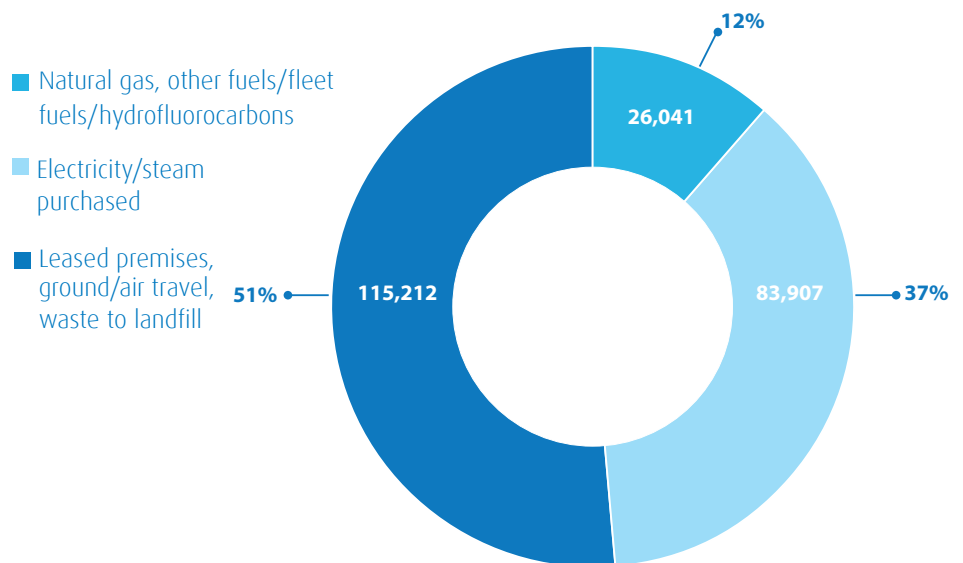
and purchasing high-quality voluntary carbon credits to offset any remaining emissions.

TARGETS

We have two emissions-related reduction targets, both established in 2013:

- Absolute emissions target - to reduce absolute enterprise carbon emissions by 10% versus fiscal 2012 baseline levels by the end of fiscal 2017.
- Intensity-based emissions target - to reduce enterprise carbon emissions

2014 Total Emissions by GHG Protocol Scope (tCO₂e)*



*2015 environmental performance data will be posted on our website in June 2016.

by 0.5 tonnes per employee versus a fiscal 2012 baseline level of 4.76 tCO₂e/FTE by the end of fiscal 2017.

We also have a five-year target which we established in 2012, to reduce enterprise paper consumption by 25%, using 2011 as the base year.

HIGHLIGHTS

Energy saving efforts in our North American facilities are focused on lighting retrofits in our retail branches. Our target for fiscal 2015 was to complete retrofits at 100 branches in our Canadian network. At the end of the 2015 fiscal year, we had achieved our goal, lowering emissions on an annualized basis by 226 tCO₂e and resulting in a cost saving of \$550,000.

We continue to install building automation systems in our Canadian and U.S. retail branches, providing us with remote monitoring and control capabilities for heating, air conditioning and interior/exterior lighting. At the end of fiscal 2015, we had equipped 140 branches with this technology.

We opened the first Smart Branch in our U.S. network, which will contribute to reducing our footprint through:

- a smaller total floor area for the branch, resulting in lower utilities costs and emissions;
- the use of collaborative technologies (e.g. video-conferencing, which allows customers visiting the branch to converse with specialists located elsewhere);
- the use of tools (e.g. iPads, wireless connections for staff/customers) that provide opportunities to reduce paper consumption; and
- more efficient lighting infrastructure (e.g. LED) that can also reduce emissions.

We introduced new technology making it easier for employees to collaborate with each other across borders and across businesses, face-to-face, without leaving their desks. At the same time, this

technology reduces the need for business travel, saves time, increases productivity and reduces expenses.

We have successfully maintained ISO 14001 certification for our leased 19-storey office tower at 55 Bloor Street West and for the Bank of Montreal Institute for Learning facility, both located in Toronto. We continue to apply our Environmental Management Systems across all our operations as we strive to minimize our impact on the environment.

BMO participated as subject matter expert and international negotiator for the harmonized Standards Council of Canada/CSA Mirror Committee on ISO/TC 207/SC 1 Environmental Management Systems (EMS). BMO also supported national and international meetings related to the revision process for the ISO 14001 EMS standard, which is intended to improve the participating organizations' environmental performance. BMO was the only Canadian financial institution invited to attend the recent meetings held in India and Japan to pursue international agreement on ISO 14001 and other related environmental standards.

In 2015, a total of 36,941 shareholders opted for electronic delivery of shareholder materials, reducing our consumption of paper by almost 15 tonnes.

BMO has purchased approximately 24,000 megawatt hours of 100% renewable electricity, enough to power more than 160 retail branches across Canada. Employees and customers at many of our locations are also encouraged to take advantage of a one-time discount when signing up for renewable energy with our preferred provider. We've also purchased approximately 91,000 megawatt hours of 100% renewable energy generated by wind turbines from Renewable Choice

BMO was listed on the 2015 Canada 200 Climate Disclosure Leadership Index by CDP. Please see our website for our most recent CDP response (CDP2015).

Energy – enough to power more than half of our facilities in the U.S. Approximately 28% of BMO's total emissions footprint is mitigated through our use of renewable energy.

Mediacorp Canada Inc. cited the following reasons for recognizing BMO this year as one of Canada's Greenest Employers for 2015:

- BMO's establishment of a Sustainability Council, which includes executive representation from all areas of the organization.
- BMO's more than 100 in-house Environmental Ambassadors, who raise awareness of environmental issues and champion the organization's sustainability strategies.
- BMO's purchase of green power through a partnership with Bullfrog Power and our encouragement of employees to do the same, offering them a small discount when they sign up.

Further information

BMO website – Environmental Performance

www.bmo.com/home/about/banking/corporate-responsibility/environment/environmental-performance

BMO website – Carbon Disclosure Project Response

www.bmo.com/cr/images/BMO_CDP2015en.pdf

GRI Index

Legend

- AIF – Annual Information Form for the year ended October 31, 2015
- AR – BMO Financial Group’s 198th Annual Report 2015
- CR – Corporate Responsibility Report
- DMA – Disclosure on Management Approach
- ESG Report and PAS – Environmental, Social and Governance Report and Public Accountability Statement
- PC – Notice of Annual Meeting of Shareholders and Management Proxy Circular – February 8, 2016

G4 Indicator	G4 Description	Commentary
Strategy and Analysis		
G4-1	Statement from the most senior decision-maker of the organization (e.g. CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organizations strategy for addressing sustainability.	See page 3 of this report: Message from the Chair, BMO Sustainability Council.
G4-2	Description of key impacts, risks and opportunities.	For environmental, social and governance (ESG) related risks, see the Reputation Risk and Environmental and Social Risk sections on page 116 and 117 of the AR.
Organization Profile		
G4-3	Name of the organization.	Bank of Montreal
G4-4	Primary brands, products, and/or services.	Bank of Montreal brands the organization’s member companies as “BMO Financial Group”. As such, in this report, the names BMO and BMO Financial Group mean Bank of Montreal together with its subsidiaries. Further information: AR pages 27 and 194-195
G4-5	Location of organization's headquarters.	BMO’s head office is located at 129 rue Saint-Jacques, Montreal, Quebec, H2Y 1L6, and its executive offices are located at 100 King Street West, 1 First Canadian Place, Toronto, Ontario, M5X 1A1.
G4-6	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	We operate in a number of countries, but the scope of our ESG Report is Canada and the United States, where our operations are referred to as BMO’s North American operations.
G4-7	Nature of ownership and legal form.	Bank of Montreal is a Canadian Schedule I bank and a public company listed on the Toronto and New York stock exchanges. Shares are widely held by institutional and retail shareholders. Further information: AR page 196
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	AR pages 194-195

G4 Indicator	G4 Description	Commentary
Organization Profile cont'd		
G4-9	Scale of the reporting organization.	See page 6 of this report: Who We Are. Further information: AR pages 27 and 194-195
G4-10	Total number of employees by employment contract and region.	See page 54 of the PAS: BMO Headcount.
G4-11	Percentage of total employees covered by collective bargaining agreements.	Currently, 0% of employees are covered by collective bargaining agreements. For BMO's position on freedom of association and collective bargaining, refer to: BMO on the issues BMO on the issues
G4-12	Describe the organization's supply chain (in relation to the organization's primary activities, products and services).	In 2015, we purchased approximately \$4.7 billion worth of goods and services from approximately 16,000 suppliers. Of that amount, approximately \$3.2 billion was spent through our Canadian operations and approximately \$1.5 billion was spent through our U.S. operations. Further information: www.bmo.com/home/about/banking/corporate-information/supplier-information/current-supplier-information
G4-13	Significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain.	AR pages 28-29
G4-14	Whether and how the precautionary approach or principle is addressed by the organization.	See page 18 of this report: Responsible Banking (Our Management Approach)
G4-15	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	See page 18 of this report: Responsible Banking.
G4-16	Memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization: <ul style="list-style-type: none"> • Holds a position on the governance body • Participates in projects or committees • Provides substantive funding beyond routine membership dues • Views membership as strategic 	See page 18 of this report: Responsible Banking. Further information: Memberships and Associations
Material Aspects and Boundaries		
G4-17	Entities included in the organization's consolidated financial statements or equivalent documents, including those not covered by the report.	Information about the inter-corporate relationships among Bank of Montreal and its principal subsidiaries is provided on page 196 of the AR.
G4-18	Process for defining the report content and the Aspect Boundaries.	See page 10 of this report: Materiality.
G4-19	Material Aspects identified in the process for defining report content.	See the table on the following page for BMO's most important issues, the associated metrics and the boundary impacts (internal impact and/or external impact).

G4-19

Boundary Impact

Material Issue	Associated Metrics	Boundary Impact	
		Internal	External
Access to banking services/ Financial inclusion	Annual volume of Business with Aboriginal customers		X
	Communities participating in BMO's On-Reserve Housing Loan Program		X
Business conduct	Ethics training (% completion)*	X	X
	Significant fines and sanctions*	X	
Community reinvestment	Community development investments*		X
	Community development loans*		X
Contributing to our communities	Corporate donations*		X
Corporate governance	Women on Board of Directors (%)*	X	
Customer feedback	Average time to complete Retail Banking reviews		X
	Average time to complete Wealth Management reviews		X
	Retail Banking reviews completed by BMO's Ombudsman Office*		X
	Wealth Management reviews completed by BMO's Ombudsman Office*		X
Diversity and inclusion	Women in senior leader roles (Canada and U.S.)*	X	X
	Visible minority employees in senior roles (Canada)*	X	X
	People of colour in senior roles (U.S.)*	X	X
	Persons with disabilities (Canada)*	X	X
	Aboriginal employees (Canada)*	X	X
Employee engagement	Annual employee survey participation rate	X	
	Employee Engagement Index score*	X	X
Learning and development	Average training hours per full-time equivalent employee	X	X
	Investment in training	X	X
Reducing our environmental footprint	Emissions data (scope 1, 2 and 3)*	X	X
	Renewable energy purchases*	X	X
Responsible investing	Assets under management	X	X
Responsible lending	Renewable energy financing*	X	X
Talent attraction and retention	Voluntary turnover rate*	X	X

*See ESG Scorecard on page 5 for metrics.

G4 Indicator	G4 Description	Commentary
Identified Material Aspects and Boundaries		
G4-20	Aspect Boundary within the organization.	See G4-19.
G4-21	Aspect Boundary outside the organization.	See G4-19.
G4-22	Effect of any restatements of information provided in previous reports, and the reasons for such restatements.	We have restated targets in our ESG Scorecard with respect to reductions of Scope 1 emissions and Scope 2 emissions. For details on changes to environmental data: Environmental Performance
G4-23	Significant changes from previous reporting periods in the Scope and Aspect Boundaries.	There have been no significant changes from the previous reporting period (fiscal 2014) in the scope, boundary or measurement methods applied in this report.

G4 Indicator	G4 Description	Commentary
Stakeholder Engagement		
G4-24	Stakeholder groups engaged by the organization.	See page 9 of this report: Stakeholder Engagement.
G4-25	Basis for identification and selection of stakeholders with whom to engage.	See page 9 of this report: Stakeholder Engagement.
G4-26	Organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	See page 9 of this report: Stakeholder Engagement.
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	See page 9 of this report: Stakeholder Engagement.
Report Profile		
G4-28	Reporting period (e.g. fiscal/calendar year) for information provided.	Our AIF, AR, CR, PC and ESG Report and PAS cover our 2015 fiscal year (November 1, 2014 to October 31, 2015).
G4-29	Date of most recent previous report.	2014 Environmental, Social and Governance Report and Public Accountability Statement
G4-30	Reporting cycle (annual, biennial, etc.).	Our reporting cycle is annual.
G4-31	Contact point for questions regarding the report or its contents.	Email address for questions about this report: sustainability@bmo.com
G4-32	Report the 'in accordance' option the organization has chosen.	This report has been prepared 'in accordance' with the Global Reporting Initiative (GRI) G4 Guidelines' Core option and the GRI Financial Services sector supplement. The External Assurance Statement appears on pages 51-52 of this report and includes the selected indicators.
G4-33	Policy and current practice with regard to seeking external assurance for the report.	See page 2 of this report: About this Report (Independent Assurance).
Governance		
G4-34	Governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	<p>Our Board of Directors is responsible for enterprise-wide oversight and governance, and a number of our Board committee mandates include addressing ESG matters. For example, the Audit and Conduct Review Committee reviews reports on ESG issues, and the Human Resources Committee has oversight of retention strategies and executive compensation.</p> <p>BMO's Sustainability Council is comprised of senior leaders from across the organization and provides guidance and oversight on significant sustainability matters. The Council meets every quarter, and the chair reports to our CEO.</p> <p>Further information: Corporate Sustainability Governance</p>
G4-37	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	The ESG Team is accountable for identifying and understanding current and emerging ESG issues that may have an impact on our stakeholders and in turn on our business. The ESG Team collaborates with various areas of the organization to address those issues, and is responsible for ESG training.

G4 Indicator	G4 Description	Commentary
Governance Cont'd		
G4-38	Composition of the highest governance body and its committees.	Board of Directors: www.bmo.com/home/about/banking/corporate-governance/board-of-directors Board Committees: www.bmo.com/home/about/banking/corporate-governance/board-committees/audit-and-conduct-review
G4-39	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement).	The Chair of the Board of Directors is not an executive officer.
G4-40	Nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members.	See our Governance and Nominating Committee Charter, Director Independence Standards and Board Diversity Policy at: www.bmo.com/home/about/banking/corporate-governance/select-documents Further information: PC (Directors)
G4-41	Processes for the highest governance body to ensure conflicts of interest are avoided and managed.	To ensure ethical and independent decision-making by the Board, we have a protocol to identify and deal with director conflicts of interest. Directors or executive officers with a material interest in a matter do not receive related Board or committee materials, and are not present for any related discussion or vote.
G4-42	Board's and senior executives' role in sustainability.	BMO's Sustainability Council is comprised of senior leaders from across the organization and provides guidance and oversight on significant sustainability matters. The Council meets every quarter, and the chair reports to our CEO. Further information: Corporate Sustainability Governance
G4-45	Highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities.	The Executive Committee (EC), comprised of the CEO's direct reports, ensures overall sound governance and management of all aspects of BMO. The EC also oversees the effective execution of all strategies and financial business plans.
G4-46	Highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics.	The Risk Review Committee oversees risk and governance at the highest levels of management.
G4-48	Highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered.	The Audit and Conduct Review Committee reviews reports on ESG issues.
G4-49	Process for communicating critical concerns to the highest governance body.	Critical concerns are reported to the Board of Directors in the form of a report. For example, non-compliance issues would be reported quarterly to the Audit and Conduct Review Committee. Further information: Corporate Sustainability Governance
G4-51	Remuneration policies for the highest governance body and senior executives.	See the Compensation Discussion and Analysis section in the PC. As an incentive for environmental performance, we provide monetary rewards to members of environmental/sustainability management and the corporate real estate executive team, as well as facility managers. Further information: BMO CDP Response

Material Issues		
Access/Financial Inclusion		
G4-DMA		See page 18 of this report: Access/Financial Inclusion.
FS13	Access points in low-populated or economically disadvantaged areas by type.	See page 18 of this report: Responsible Banking.
FS14	Initiatives to improve access to financial services for disadvantaged people including people with disabilities or impairment.	See page 18 of this report: Responsible Banking. BMO is committed to making our facilities and services accessible to everyone. Initiatives include level or ramped entries to our branches, lowered height at our ATMs, account information and print materials in alternative formats (e.g. Large Print, Braille, Audio, or E-text statements), TTY/TTD (Teletypewriter Device), Bell Relay Service and Sign Language interpreter (ASL for English or LSQ for French). Further information: Accessibility at BMO
FS15	Policies for the fair design and sale of financial products and services.	<p>Regulation of our Retail business: In Canada, financial institutions must provide consumers with information about the cost of borrowing, complaint-handling procedures, fees, interest rates and branch closures. The Financial Consumer Agency of Canada (FCAC) supervises federally regulated financial institutions in order to ensure that they comply with federal consumer protection laws, voluntary commitments and codes of conduct. In the U.S., the Consumer Financial Protection Bureau (CFPB) supervises federally regulated financial institutions and is responsible for protecting consumers against unfair, deceptive or abusive acts or practices, and for enforcing laws related to discrimination and other unfair treatment.</p> <p>Regulation of our Wealth Management business: Our regulators ensure that we comply with regulatory and investment industry standards of practice and business conduct, and also with investor protection guidelines and rules intended to foster market integrity. In Canada, the Investment Industry Regulatory Organization of Canada and the Mutual Fund Dealers Association oversee provincially regulated investment firms. In the U.S., our main regulators include the Financial Industry Regulatory Authority, the Securities and Exchange Commission, the Office of the Comptroller of the Currency and the Department of Labor.</p>
Business Conduct		
G4-DMA		See page 13 of this report: Business Conduct.
G4-HR2	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	The total number of training hours on BMO's Code of Conduct for fiscal 2015 was 25, 236 hours.
G4-S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	See page 5 of this report: Scorecard.
G4-56	Organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	See page 13 of this report: Managing our Business.

Material Issues		
Business Conduct cont'd		
G4-57	External mechanisms for seeking advice on ethical and lawful behaviors, and matters related to organizational integrity, such as helplines or advice lines.	www.bmo.com/home/about/banking/corporate-governance/about-us/code-of-conduct
G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	See page 13 of this report: Managing our Business.
Contributing to our Communities		
G4-DMA		<p>BMO focuses its community giving on various initiatives and programs that enable communities to become sustainable, healthy and thriving. We support registered charities and non-profit organizations in the following categories:</p> <ul style="list-style-type: none"> -Arts and culture -Civic, social services and federated appeals -Economic development/affordable housing -Education -Hospitals, health and research <p>Executive-level Corporate Donations Committees in both Canada and the U.S. review all major donation requests and provide direction for the organization's overall philanthropic activities.</p>
G4-EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	See page 7 of this report: Economic Contribution.
G4-EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	<p>We disclose how we manage climate change in our Carbon Disclosure Project (CDP) submission.</p> <p>Further information: BMO CDP Response</p>
G4-EC3	Coverage of the organization's defined benefit plan obligations.	We provide a defined benefit pension plan to eligible BMO employees in Canada and certain eligible BMO employees in the U.S. We provide defined contribution pension and/or other retirement savings plans to employees in some of our subsidiaries. The organization's pension plans are managed prudently and in accordance with all applicable laws and regulations.
G4-EC7	Development and impact of infrastructure investments and services supported.	See page 22 of this report: Responsible Banking (Community Reinvestment)
Diversity and Inclusion		
G4-DMA		<p>Our enterprise Diversity Council (DC) drives change by creating action plans to embed diversity more deeply within our business groups. We have bold workforce goals, among them having women in 40% of senior leader roles by 2016, and raising awareness around cultural blind spots. The DC includes a strategy committee for each business group, with action plans.</p>
G4-LA12	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	See page 5 of this report: Scorecard.

Material Issues		
Employee Engagement		
G4-DMA		<p>The foundation of our management approach is simple: we support our employees so they can achieve their very best.</p> <p>Further Information: See page 9 of this report: Stakeholder Engagement.</p> <p>Our performance management program helps managers and employees set clear goals, with appropriate metrics and targets that define success. As they progress through this program, employees know where they stand because of the regular assessments, feedback and coaching.</p> <p>We guide managers through the performance management process with training programs and online resources. Additionally, our leadership team is assisted, as needed, by Human Resource business partners, and dedicated employee relations consultants who can provide support in all aspects of employee engagement.</p>
Financial Literacy		
G4-DMA		<p>We take every opportunity to provide help to our customers. We are also involved in various programs and activities aimed at improving financial literacy, partnering with organizations that can help extend our reach and maximize the impact of these initiatives.</p>
FS16	Initiatives to enhance financial literacy by type of beneficiary.	See page 28 of this report: Building Stronger Communities.
Learning Development		
G4-DMA		<p>Enterprise learning initiatives like the orientation programs that introduce BMO's strategic priorities to new employees in an easy-to-understand and positive way, enable all employees to understand how they contribute to our overall success, whatever their role.</p> <p>All employees are also required to complete our annual Ethics and Legal Compliance Training (ELCT) program, which covers topics such as anti-corruption, anti-money laundering and privacy; this learning is done in conjunction with BMO's Code of Conduct training.</p> <p>We provide quarterly reports on a set of metrics, such as training expenses and number of training days, for each of the business groups. BMO does not have an organization-wide target; however, in Quebec, businesses are required to dedicate 1% of salary dollars to training expenses on an annual basis.</p>
G4-LA9	Average hours of training per year per employee	See page 26 of this report: Inspiring our People
Privacy and Data Security		
G4-DMA		<p>Our Legal, Corporate and Compliance Group, together with Information Security, is responsible for establishing frameworks for managing risk related to data security, while our Criminal Risk Management Corporate Policy lays out the framework and guidelines we use to manage criminal risk. Our Chief Security Officer is responsible for leading our efforts to prevent, detect, respond to and report on criminal risk, working together with Investigative & Security Services.</p> <p>Further information: See page 17 of this report: Privacy and Data Security (Our Approach)</p>

Material Issues		
Privacy and Data Security cont'd		
G4-PR9	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.	There were no Regulator privacy-related customer complaints or investigations initiated in fiscal 2015.
Reducing our Environmental Footprint		
DMA		See page 33 of this report: Reducing our Environmental Footprint.
G4-EN3	Energy consumption within the organization.	Environmental Performance BMO CDP Response
G4-EN5	Energy intensity.	Environmental Performance
G4-EN6	Reduction of energy consumption.	BMO CDP Response
G4-EN15	Direct Greenhouse Gas (GHG) emissions (Scope 1).	See page 5 of this report: Scorecard. Environmental Performance BMO CDP Response
G4-EN16	Energy indirect Greenhouse Gas (GHG) emissions (Scope 2).	See page 5 of this report: Scorecard. Environmental Performance BMO CDP Response
G4-EN17	Other indirect Greenhouse Gas (GHG) emissions (Scope 3).	See page 5 of this report: Scorecard. Environmental Performance BMO CDP Response
G4-EN18	Greenhouse Gas (GHG) emissions intensity.	Environmental Performance BMO CDP Response www.bmo.com/home/about/banking/corporate-responsibility/environment/carbon-neutral
G4-EN19	Reduction of Greenhouse Gas (GHG) emissions.	BMO CDP Response
G4-EN20	Emissions of ozone-depleting substances (ODS).	Environmental Performance
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	BMO has not paid any significant fines and was not otherwise sanctioned for non-compliance with environmental laws or regulations in fiscal 2015. Environmental Performance
Responsible Investment		
G4-DMA		Our approach to integrating the consideration of ESG factors within our investment activities has a single aim: to enhance the quality of our investment decisions. This can be implemented in a variety of ways, depending on the investment style and underlying process. Further information: See page 19 of this report: Responsible Investing (Our Approach)
G4-EC7	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	See page 5 of this report: ESG Scorecard. Further information: See page 18 of this report: Responsible Banking.

Material Issues		
Responsible Investment cont'd		
G4-EC8	Understanding and describing significant indirect economic impacts, including the extent of impacts.	See BMO's Corporate Responsibility Report at: www.bmo.com/home/about/banking/corporate-responsibility/our-approach/reporting#cr
Responsible Lending		
G4-DMA		<p>The existence of environmental and social risks does not preclude BMO from providing financing to a borrower. We have internal policies applicable to our Commercial Banking and BMO Capital Markets businesses to provide guidance on how to identify, manage and mitigate environmental and social risks in financing transactions. The policies are regularly reviewed and approved by executives in the Risk Management area.</p> <p>Further information: See page 20 of this report: Responsible Lending (Our Approach)</p>
FS1	Policies with specific environmental and social components applied to business lines.	Environmental and social risks include the threat of adverse effects on the natural environment through emissions, wastes and resource depletion, as well as risks to the livelihoods, health and rights of communities and their cultural heritage arising out of a client's business operations and BMO's financing activities. The existence of environmental and social risks does not preclude the organization from providing financing to a borrower. We have internal policies applicable to our Commercial Banking and BMO Capital Markets businesses to provide guidance on how to identify, manage and mitigate environmental and social risks in financing transactions. The policies are regularly reviewed and approved by executives in the Risk Management area.
FS2	Procedures for assessing and screening environmental and social risks in business lines.	Due diligence is performed by the line of business to determine if the magnitude of the environmental and social risks is material. As part of the approval process, the transaction application will include the findings of the line of business. Environmental risk is most prevalent when dealing with environmentally sensitive industries. We have identified more than 50 industries that are subject to a higher level of environmental due diligence. We evaluate social risk by assessing how well a client manages regulatory and other risks related to stakeholder engagement and issues related to Aboriginal consultation. Specific due diligence questions on both aspects are outlined in our financing policies.
FS3	Processes for monitoring clients' implementation of and compliance with environmental and social requirements included in agreements or transactions.	Social and environmental requirements in transaction agreements are monitored by the line of business in the same way as other transaction requirements.
FS4	Process(es) for improving staff competency to implement the environmental and social policies and procedures as applied to business lines.	Updates to our policies are widely distributed to all affected employees, and when required, we raise additional awareness with key decision-makers on a case-by-case or issue-by-issue basis. In 2013, BMO implemented ESG training for BMO Capital Markets employees to ensure that there is consistency in the understanding of environmental and social risks across the enterprise. The training includes identification of emerging issues, an overview of BMO's due diligence procedures, and tools to assist employees in identifying and managing ESG risks.

Material Issues

Responsible Lending Cont'd

FS5	Interactions with clients/investees/business partners regarding environmental and social risks and opportunities.	We work with our clients and suppliers to understand and manage social and environmental risks, and to take advantage of opportunities. BMO's Supplier Code of Conduct (Supplier Code) outlines the principles we expect our suppliers to support - our standards for integrity, fair dealing and sustainability. BMO expects its suppliers be aware of, understand, and respect the principles of the Supplier Code. In our Commercial Banking and BMO Capital Markets businesses, we provide financing so that clients can take advantage of environmental opportunities.
FS9	Coverage and frequency of audits to assess implementation of environmental and social policies and risk assessment procedures.	The management of environmental and social risks is integrated into our enterprise-wide risk management processes. As a matter of course, our internal audit function conducts audits on all operating units periodically. These audits include assessing compliance with relevant environmental and social risk policies.

Talent Attraction and Retention

G4-DMA		On a quarterly basis, our CEO and senior executives evaluate business performance according to financial performance, strategic initiatives, customer segment goals and workforce health. One of the key indicators of workforce health is the voluntary turnover. As part of these reviews, BMO regularly evaluates employee base pay in the context of voluntary turnover rates to ensure that our salaries are competitive.
G4-LA1	Total number and rate of employee turnover by region.	See page 54 of the PAS: BMO Headcount. See page 27 of this report: Inspiring our People.

Additional Information:

G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities.	We have not recorded any work-related fatalities in 2015. We do not track rates of injury or disease. However, 129,013 sick days were recorded by our employees in North America during the 2015 calendar year.
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Glossary of Terms

Aboriginal Employees

Refers to the total number of employees who identify themselves as First Nations, Inuit or Métis. Aboriginal employees may or may not live on a reserve, and may or may not have status under Canadian legislation. This number is reported for Canada only.

Active Employee

Includes full-time or part-time permanent employees with an “active” payroll status, but excludes term/contract employees.

Annual Employee Survey

BMO’s confidential and voluntary annual employee survey is conducted by a third party on an annual basis. The online survey is available to all active employees. Results and insights from this voluntary survey are reported at all levels of management and aggregated at an enterprise-wide level. Key metrics include Employee Engagement Index and Annual Employee Survey Participation Rate.

Annual Employee Survey Participation Rate

Calculated as the number of BMO employees who completed the annual employee survey divided by the total number of active employees who were invited to participate at the time the survey was administered. The participation rate includes all BMO employees worldwide.

Average Training Hours per FTE Employee

Average training hours per FTE employee (refer to definition) is calculated as total training hours divided by the average number of full-time equivalent employees during the reporting period.

Bank of Montreal or BMO

Bank of Montreal uses a unified branding approach that links all of the organization’s member companies under the brand “BMO Financial Group”. As such, in this document, the names BMO and BMO Financial Group mean Bank of Montreal together with its subsidiaries.

Banking Reviews

Investigations of customer complaints related to Bank of Montreal’s Canadian retail banking products (e.g. accounts, loans, credit cards) completed by BMO’s Ombudsman Office. Banking Reviews include Early Resolution Cases (refer to definition).

BMO Global Asset Management

BMO Global Asset Management is the brand name for various affiliated entities of BMO Financial Group that provide investment management and trust and custody services.

BMO Harris Bank

BMO Harris Bank is a trade name used by BMO Harris Bank N.A., a national bank headquartered in Chicago with branches located in Illinois, Indiana, Arizona, Missouri, Minnesota, Kansas, Florida and Wisconsin. BMO Harris Bank N.A. is part of BMO Financial Group.

Business with Aboriginal Customers

Includes the monetary value of commercial products (loans and deposits) held by Aboriginal customers and the total authorized value of mortgages available to Aboriginal customers at the end of the reporting period. This figure excludes all investment fund balances managed by BMO for Aboriginal communities and any retail banking products or services provided to Aboriginal customers in Canada.

Communities Participating in BMO’s On-Reserve Housing Loan Program

Refers to the number of bands in Canada that have applied and been approved for the On-Reserve Housing Loan Program. This program helps customers living on reserves, whose land and homes cannot be used as security for a mortgage, to obtain home financing with the backing of First Nations governments, without the need for federal government guarantees. For program details, see the Aboriginal Banking link on our website.

Community Development Loans

Refers to commercial real estate loans or other commercial loans that promote economic development, affordable housing, revitalization/stabilization and community service activities within the organization's U.S. footprint to meet the needs of low- to moderate-income individuals or communities. The total monetary value of loans qualified for recognition under the terms of the Community Reinvestment Act is as of October 31, is stated in U.S. dollars, and is reported for the United States only.

Community Development Investments

Refers to investments that promote economic development, affordable housing, revitalization/stabilization and community service activities within the organization's U.S. footprint to meet the needs of low- to moderate-income individuals or communities. The total monetary value of investments qualified for recognition under the terms of the Community Reinvestment Act is as of October 31, is stated in U.S. dollars, and is reported for the United States only.

Contingent Talent

Contingent talent includes temporary full-time and part-time workers subcontracted through third-party suppliers, as well as independent (or self-employed) contractors normally working under contract for a fixed period of time or on a specific project that has a defined end date. As such, contingent talent is not employed by BMO.

Diversity

Diversity refers to the mix of demographics, skills, experiences and styles of all BMO employees. Diversity categories include:

Women in senior leader roles – Canada and the United States

Visible minority employees – Canada (in senior roles)

People of colour – United States (in senior roles)

Aboriginal employees – Canada (total workforce)

Persons with disabilities – Canada (total workforce)

All active employees and employees on paid leave are included in the metric. Data is reported as of October 31.

Donations

Includes cash-based donations and donations made as part of the Matching Gifts Program and Volunteer Grants Program. Excludes in-kind donations, sponsorships and fundraising dollars.

Early Resolution Cases

Straightforward cases completed in under 30 days, including limited out of mandate reviews of process on matters that generally fall outside of the mandate of BMO's Ombudsman Office (e.g., account closures, credit granting decisions, matters in litigation). For further information on BMO's Ombudsman Office mandate, please refer to: www.bmo.com/home/popups/global/ombudsman/ombudsman-details and www.bmo.com/pdf/resolving-complaint-en.pdf

Employee Engagement Index (EEI)

Refers to the degree of employee engagement as indicated by the annual employee survey. EEI is the average of the agreement scores on five survey questions that measure how employees feel overall about BMO, and their level of commitment, satisfaction and advocacy for the organization. The EEI score is an aggregate of the survey results for all BMO employees worldwide.

Enterprise and Enterprise-Wide

The terms "enterprise" and "enterprise-wide" are used when referring to Bank of Montreal and all of its subsidiaries worldwide.

Environmental, Social and Governance (ESG)

ESG is the term we use to describe the three different areas of concern when looking at sustainability issues that have or may have an impact on our stakeholders or our business.

Equator Principles

A voluntary credit risk management framework for determining, assessing and managing environmental and social risk in Project Finance transactions. Project Finance is often used to fund the development and construction of major infrastructure and industrial projects. BMO has been a signatory of the Equator Principles since 2005.

Ethics Training (% completion)

The percentage coverage of mandatory ethics training is calculated by dividing the number of employees who completed BMO's Code of Conduct training course during the period April 1 to June 30 by the total number of employees as at June 30. Ethics Training includes all BMO employees (permanent and casual) with an "active" payroll status, as well as contingent talent worldwide.

Ethics Training Hours

Refers to the total hours spent by all employees who have completed the ethics training course during the reporting period. "Course completed" status requires that employees: complete the training; pass an assessment with a score of 80% or better to confirm understanding of the course content; and complete the Declaration. Ethics Training Hours include all BMO employees (permanent and casual) with an "active" payroll status, as well as contingent talent worldwide.

F&C

F&C Asset Management is a group of companies that provides diversified Europe-based investment management services under the trading name BMO Global Asset Management. F&C's parent company was acquired by a wholly-owned subsidiary of Bank of Montreal on May 7, 2014.

Full-Time Equivalent (FTE)

Reflects the number of full-time equivalent employees in the organization, calculated based on a standard work week, adjusted for overtime hours and including full-time and part-time employees. This measurement is used

in determining the composition of the total workforce worldwide, broken down by region.

Greenhouse Gas Emissions

Gaseous constituents of the atmosphere, both natural and human-made, that absorb and emit radiation at specific wavelengths within the spectrum of infrared radiation emitted by Earth's surface, the atmosphere and clouds. This process causes the greenhouse effect. Water vapour (H²O), carbon dioxide (CO²), nitrous oxide (N²O), methane (CH⁴), and ozone (O³) are the primary greenhouse gases in Earth's atmosphere. There are a number of entirely human-made greenhouse gases in the atmosphere, such as halocarbons, as well as certain fluorinated gases and halogens.

Global Reporting Initiative (GRI)

The GRI is a collaborating centre of the United Nations Environment Programme. The GRI released a set of sustainability reporting guidelines that provide guidance for organizations to apply in preparing disclosure related to their sustainability performance, so that stakeholders have a universally applicable framework within which they can understand and compare disclosed information.

Investment in Training

Includes the total amount spent on internal courses, including design and delivery and associated costs (e.g., travel and materials), administered by BMO's Institute for Learning, and cost reimbursements for external courses (e.g., tuition fees, travel and materials).

Net Promoter Score (NPS)

NPS is the net percentage of customers who would recommend BMO to a friend or colleague. Calculated by subtracting the percentage of "detractors" (defined based on a five-point scale as those indicating they "might or might not recommend", "probably would not recommend" or "definitely would not recommend") from the percentage of "promoters" (defined based on a five-point scale as

those indicating they "definitely would recommend"). Reported on a 12-month rolling average basis.

Number of Locations Serving Aboriginal Communities

Number of BMO branches located on Aboriginal reserve land or Inuit territories, as defined by the Government of Canada. This number is reported for Canada only.

People of Colour (in senior roles)

Refers to the total number of employees in senior roles who are non-Hispanic/Latino in ethnicity and non-white in race. This number is reported for the United States only.

Persons with Disabilities

Refers to the total number of employees who have a long-term or recurring physical, mental, sensory, psychiatric or learning disability and who:

- a. due to their disability have been accommodated in their current job or workplace, or
- b. consider themselves to be disadvantaged in employment due to workplace barriers by reason of their disability, or
- c. believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of their disability.

Disabilities may be non-visible. This number is reported for Canada only.

Project Finance

Project Finance is a method of funding in which the lender looks primarily to the revenues generated by a single project, both as the source of repayment and as security for the exposure. Project Finance arrangements play an important role in financing development throughout the world. This type of financing is usually used to fund large, complex and expensive installations that might include power plants, chemical processing

plants, mines, and transportation, environmental and telecommunications infrastructure.

Source: Equator Principles www.equator-principles.com/index.php

Renewable Energy Financing

Refers to the total amount of equity and debt raised in the capital markets and lending capital committed to the renewable energy sector. These amounts include only those transactions and lending commitments directly associated with renewable energy or entities having a substantial interest in renewable energy. Amounts are as of October 31 and are stated in Canadian dollars, unless otherwise stated.

Renewable Energy Purchases

Refers to total purchases in megawatt-hours (MWh) of renewable energy certificates (RECs) during the reporting period. In Canada, RECs represent power from certified wind and low-impact hydro generators and have been used in retail branches in the provinces of Ontario, British Columbia, Alberta, Nova Scotia, New Brunswick and Prince Edward Island. In the United States, RECs represent power generated from wind turbines. In both Canada and the United States, the RECs are retired after purchase through legal contract with the supplier.

Scope 1 Emissions

Refers to direct greenhouse gas (GHG) emissions from sources owned and/or controlled by BMO. Total Scope 1 emissions are calculated in accordance with the ISO 14064-1 standard and include those resulting from combustion of fuels at owned facilities (e.g., natural gas, heating oil, other fuels) and in owned transportation assets, as well as certain ozone-depleting substances. This definition of Scope 1 aligns with the GHG protocol and is reported at an enterprise-wide level for the period November 1 to October 31.

Scope 2 Emissions

Refers to indirect greenhouse gas (GHG) emissions associated with the generation of electricity, heating and cooling, or steam, purchased for an organization's own consumption. BMO's total Scope 2 emissions represent our worldwide operations and include those resulting from the purchase of non-renewable electricity and steam for use at our owned facilities. This definition of Scope 2 aligns with the GHG protocol and is reported for the period November 1 to October 31.

Scope 3 Emissions

Refers to indirect greenhouse gas (GHG) emissions resulting from combustion of fuels at our leased facilities (e.g., natural gas, heating oil, other fuels), or associated with non-renewable electricity and steam purchased for use at our leased facilities, employee business travel (air/auto/rail – North America only), and landfill waste (North America only). Total Scope 3 emissions are calculated in accordance with the ISO 14064-1 standard. This definition of Scope 3 aligns with the GHG protocol and is reported for the period November 1 to October 31.

Senior Roles

Refers to the total number of employees in senior roles (including senior manager and above).

Significant Fines/Monetary Sanctions

Refers to significant monetary fines that have been levied against BMO by a regulatory body during the reporting period. A fine is classified as "significant" if it has a monetary value greater than \$500,000 and is deemed by the regulatory body to relate to unethical business practices by BMO. Monetary sanctions refer to determinations that prohibit BMO from operating in certain jurisdictions or product lines.

Significant fines/monetary sanctions exclude fines or sanctions levied directly on employees by regulators for breach of trading rules, where it has been determined that BMO has adequate policies and procedures in place to prevent

non-compliance. This is determined by the regulatory body, which performs an investigation of the individual and the organization in order to establish whether or not the organization was aware of and able to prevent the individual's behaviour with better policies and procedures.

This metric is reported for BMO's North American operations only. It excludes fines/monetary sanctions for non-compliance with environmental laws and regulations.

Sponsorships

Includes cash-based sponsorships or "rights fees" that are negotiated as a sponsorship package paid by BMO. Sponsorship is provided to both commercial and non-profit entities.

Training Hours

Refers to the total number of hours incurred by BMO employees on completed internal training courses during the reporting period.

Turnover Rate

Refers to the number of active employees and those on paid leave who have voluntarily resigned during the reporting period as a proportion of the number of active employees and those on paid leave at the end of the reporting period. Turnover rate excludes executives.

Visible Minority Employees (in senior roles)

Refers to the total number of employees in senior roles who are non-white in colour or non-Caucasian in race, other than Aboriginal people of Canada. Being a member of a visible minority is unrelated to citizenship, place of birth or religion. This number is reported for Canada only.

Wealth Management Reviews

Investigations of investment-related complaints completed by BMO's Ombudsman Office for customers of BMO InvestorLine, BMO Investments Inc., BMO Nesbitt Burns, and/or BMO Life Insurance. Wealth Management

Reviews include Early Resolution Cases.

Women in Senior Leader Roles

Refers to the total number of female leaders (e.g., Managing Director, Vice-President). This metric does not include BMO Capital Markets employees.

Women in Senior Leader Roles (BMO Capital Markets)

Refers to the total number of female leaders in BMO Capital Markets (e.g. Director, Managing Director, Vice-President).

Women on Board of Directors

The percentage of independent members of BMO's Board of Directors as at the end of the reporting period who are women.

Independent Limited Assurance Report to BMO Financial Group

We have been engaged by the Board of Directors of BMO Financial Group (BMO) to undertake a limited assurance engagement, in respect of the year ended October 31, 2015, on certain qualitative and quantitative performance information disclosed in BMO's 2015 Environmental, Social and Governance Report and Public Accountability Statement (the Report) as described below.

Selected Indicators and Applicable Criteria

The scope of our limited assurance engagement, as agreed with management, comprises the following performance information (the Selected Indicators):

- Women in senior leader roles - Canada and United States (%)
- Women in senior leader roles - BMO Capital Markets (%)
- Visible minority employees - Canada (% in senior roles)
- People of colour - United States (% in senior roles)
- Persons with disabilities - Canada (% of total workforce)
- Aboriginal employees - Canada (% of total workforce)
- Employee engagement index (EEI) score (%)
- Annual employee survey participation rate (%)
- Turnover rate (%)
- Turnover rate – Canada, United States (%)
- Investment in training (\$)
- Average training hours per FTE employee
- Business with aboriginal customers (\$)

- Communities participating in BMO's on-reserve housing loan program (#)
- Donations (\$)
- Ethics training (% completion)
- Significant fines or monetary sanctions (#)
- Banking Reviews completed by BMO's Ombudsman Office (number and average time in days)
- Wealth Management Reviews completed by BMO's Ombudsman Office (number and average time in days)

The Selected Indicators, contained within the Report and denoted by the symbol ▲, have been determined by management on the basis of BMO's assessment of the material issues contributing to BMO's sustainability performance and most relevant to their stakeholders. There are no mandatory requirements for the preparation, publication or review of sustainability performance metrics. As such BMO applies its own internal reporting guidelines and definitions for sustainability reporting which can be found in the Glossary of Terms in the Report.

Management's Responsibilities

Management is responsible for the preparation and presentation of the Selected Indicators in accordance with BMO's

internal reporting guidelines and definitions for sustainability reporting current as at the date of our report. Management is also responsible for determining BMO's objectives in respect of sustainable development performance and reporting, including the identification of stakeholders and material issues, and for establishing and maintaining appropriate performance management and internal control systems from which the reported performance information is derived.

Our Responsibility

Our responsibility in relation to the Selected Indicators is to perform a limited assurance engagement and to express a conclusion based on the work performed. We conducted our engagement in accordance with International Standard on Assurance Engagements 3000 (ISAE) 3000 (Revised) Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board. ISAE 3000 requires that we comply with applicable professional standards, including International Standard on Quality Control 1.

Assurance Approach

We planned and performed our work to obtain all of the evidence, information and explanations we considered necessary in order to form our conclusion as set out below. A limited assurance engagement

consists of making inquiries, primarily of persons responsible for the preparation of the Selected Indicators, and applying analytical and other evidence gathering procedures to the Selected Indicators, as appropriate. Our procedures included:

- Inquiries of management to gain an understanding of BMO's processes for determining the material issues for BMO's key stakeholder groups;
- Inquiries with relevant staff at the corporate and business unit level to understand the data collection and reporting processes for the Selected Indicators;
- Where relevant, performing walk-throughs to test the design of internal controls relating to data collection and reporting of the Selected Indicators;
- Comparing the reported data for the Selected Indicators to underlying data sources;
- Inquiries of management regarding key assumptions and where relevant, the re-performance of calculations;
- Reviewing the Selected Indicators presented in the Report to determine whether they are consistent with our overall knowledge of, and experience with, the sustainability performance of BMO; and
- Reviewing the consistency of BMO's core reporting with the indicators and other information included in the report.

The extent of evidence gathering procedures performed in a limited assurance engagement is less than that for a reasonable assurance engagement, and therefore a lower level of assurance is provided.

Our assurance report is provided solely to BMO in accordance with the terms of our engagement. Our work has been

undertaken so that we can report to BMO on those matters we have been engaged to report upon in this assurance report, and for no other purpose. We do not accept or assume responsibility to anyone other than BMO for our work, for this assurance report, or for the conclusion we have reached.

Independence and Competence

In conducting our engagement we have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants.

The engagement was conducted by a multidisciplinary team which included professionals with suitable skills and experience in both assurance and in the applicable subject matter including environmental, social, governance and financial aspects.

Our Conclusion

Based on the procedures performed, as described above, nothing has come to our attention that causes us to believe that for the year ended October 31, 2015, the Selected Indicators, as described above and disclosed in the Report, have not been prepared and presented, in all material respects, in accordance with BMO's internal reporting guidelines and definitions for sustainability reporting as at the date of our report.



Chartered Professional Accountants,
Licensed Public Accountants

January 27, 2016

Toronto, Canada

Bank of Montreal Public Accountability Statement

The Public Accountability Statement outlines certain aspects of Bank of Montreal's contributions, and the contributions of the bank's affiliates with operations in Canada, to the Canadian economy and society.

This satisfies the requirements of the Canadian federal government's Public Accountability Statement regulations (section 459.3(1) of the Bank Act (Canada)).

Affiliates

The following are the prescribed affiliates whose activities are included in this Public Accountability Statement. These affiliates are subsidiaries of the Bank of Montreal with less than \$1 billion in equity, except for our securities broker, BMO Nesbitt Burns Inc., and our mutual fund manager and trustee, BMO Investments Inc., which both have equity exceeding \$1 billion.

BMO Asset Management Inc.

BMO Capital Markets Corp.

BMO Investments Inc.

BMO InvestorLine Inc.

BMO Life Assurance Company

BMO Life Insurance Company

BMO Mortgage Corp.

BMO Nesbitt Burns Inc.

BMO Private Equity (Canada) Inc.

BMO Private Investment Counsel Inc.¹

Money, Inc.

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¹Articles of Amendment changing the name of the corporation from BMO Harris Investment Management Inc. were filed on February 2, 2015.

Taxes Paid or Payable in Canada (\$ millions)

Bank of Montreal, along with its Canadian subsidiaries, is a major Canadian taxpayer. In fiscal 2015, our overall tax contribution was \$1,344 million. This amount included \$812 million in income taxes and \$33 million in provincial capital taxes. As well, we paid \$499 million in other taxes, including \$304 million in Harmonized Sales Tax, GST and other sales taxes, \$180 million in payroll taxes (employer portion), \$12 million in property taxes and \$3 million in business taxes and other sundry taxes.

(\$ millions)

	Income Taxes	Capital Taxes	Other Taxes
Federal	526	0	220
Province or Territory			
Newfoundland and Labrador	2	3	2
Prince Edward Island	1	0	0
Nova Scotia	3	3	2
New Brunswick	2	2	1
Quebec	41	14	44
Ontario	188	0	223
Manitoba	3	6	1
Saskatchewan	3	5	0
Alberta	27	0.0	2
British Columbia	17	0	5
Nunavut	0	0	0
Northwest Territories	0	0	0
Yukon	0	0	0
Total Provincial and Territorial	286.3	32.7	278.6
Total	812.3	32.7	499.0
Income and Capital Taxes		845.0	
Total Taxes		1,344.0	

BMO Headcount^{**}

Active, paid and unpaid leave employees (permanent, casual and contract). As at October 31, 2015.

Province or Territory	Full Time	Part Time	Total
Alberta	2,026	427	2,453
British Columbia	2,242	673	2,915
Manitoba	354	72	426
New Brunswick	227	74	301
Newfoundland and Labrador	202	66	268
Nova Scotia	398	81	479
Northwest Territories	18	3	21
Ontario	19,477	1,656	21,133
Prince Edward Island	45	19	64
Quebec	4,261	780	5,041
Saskatchewan	337	122	459
Yukon	6	7	13
Total**	29,593	3,980	33,573
United States	13,156	1,577	14,733
International	1,320	144	1,464
Total Employees	44,069	5,701	49,770

*Refers to the number of individuals employed full-time and part-time in each province. This differs from the 47,000 full-time equivalent (FTE) which we've disclosed elsewhere in the report. See the Glossary of Terms on page 47 for the definition of FTE.

**Includes all employees with a Canadian tax location.

Branches Opened and Closed

BMO Bank of Montreal branches opened in fiscal year 2015 (Canada)

Branch	Address	City/Province
Mt. Royal & de Bordeaux	2001, avenue du Mont-Royal Est	Montreal, QC
Bramalea & Sandalwood	10575 Bramalea Road	Brampton, ON
Upper James & Rymal	1587 Upper James Street S	Hamilton, ON
Richmond Oval	6971 Elmbridge Way	Richmond, BC
False Creek	103 2nd Avenue W	Vancouver, BC
Cambie & Marine	480 SW Marine Drive	Vancouver, BC

BMO Bank of Montreal branches closed in fiscal year 2015 (Canada)

Branch	Address	City/Province
Édifice Sun Life	1155, rue Metcalfe	Montreal, QC

Branches Relocated

BMO Bank of Montreal branches relocated in fiscal year 2015 (Canada)

Branch	From	To	City/Province
Bedford	21 Dartmouth Road	1525 Bedford Highway	Bedford, NS
Spring Garden	5435 Spring Garden Road	5506 Spring Garden Road	Halifax, NS
Châteauguay	179, boulevard D'Anjou	129, boulevard D'Anjou	Châteauguay, QC
Île Perrot	110, boulevard Don-Quichotte	409, Grand boulevard	L'Île-Perrot, QC
Carrefour Laval	3035, boulevard Le Carrefour	3035, boulevard Le Carrefour	Laval, QC
Christophe Colomb & Mt Royal*	1101, avenue du Mont-Royal	1101, avenue du Mont-Royal Est	Montreal, QC
King & 13th Ave	739, rue du Conseil	955, rue King Est	Sherbrooke, QC
Saint - Bruno*	1560, rue Montarville	1560, rue Montarville	Saint - Bruno, QC
Yonge & Big Bay Point	279 Yonge Street	494 Big Bay Point Road	Barrie, ON
Huron Street (Hwy 26 - Collingwood)	79 Hurontario Street	25 Huron Street	Collingwood, ON
Cityview*	1454 Merivale Road	1454 Merivale Road	Ottawa, ON
Steeles & Bathurst	6172 Bathurst Street	800 Steeles Avenue W	Thornhill, ON
Queen & Saulter	711 Queen Street E	774 Queen Street E	Toronto, ON
Brentwood Town Centre	4567 Lougheed Hwy, Unit 72	4567 Lougheed Hwy, Unit 60	Burnaby, BC

*Work completed at original location included expanding into neighbouring space or moving to another location within the same retail development. Therefore, the address did not change.

ATMs Opened

Location	Address	City	Province
CANEX CFB Gander	Building 8, Washington Boulevard	Gander	NL
Sobeys	1621 Topsail Road	Paradise	NL
Bedford	1525 Bedford Highway	Bedford	NS
Spring Garden	5506 Spring Garden Road	Halifax	NS
Sobeys	183 Main Street	Shediac	NB
Shell	75, chemin Eardley	Gatineau (Aylmer)	QC
BFC Bagotville	Bâtiment 147	Saguenay	QC
Chateauguay	129, boulevard D'Anjou	Chateauguay	QC
L'île-Perrot	409, boulevard Grand	L'île-Perrot	QC
Shell IGA	5175, boulevard Cousineau	Longueuil (Saint - Hubert)	QC
IGA	1526, rue Sherbrooke	Magog	QC
Mont Royal & de Bordeaux	2001, avenue du Mont-Royal Est	Montreal	QC
Shell IGA	6505, boulevard Henri-Bourassa	Montreal	QC
IGA	2000, boulevard Louis-Frechette	Nicolet	QC
Shell IGA	2900, boulevard du Curé-Labelle	Prévost	QC
IGA	17010, boulevard Henri-Bourassa	Quebec City	QC
CANEX Club Kaoble	Bâtisse 514	Shannon	QC
CANEX	Centre Le Castor	Shannon	QC
King & 13th Avenue	955, rue King Est	Sherbrooke	QC
IGA	9600, rue Henri-Piché	St-Canut	QC
CANEX	Bâtiment 10 ou Tanière	St-Hubert	QC
IGA	1430, boulevard St-Antoine	St-Jérôme	QC
Shell IGA	4550, boulevard des Forges	Trois-Rivières	QC
Shell	115 Salem Road	Ajax	ON
Shell	1991 Salem Road	Ajax	ON
Shell	2 Westney Road S	Ajax	ON
Shell	915 Westney Road S	Ajax	ON
Shell	999 Harwood Avenue N	Ajax	ON
Shell	10 Legend Court	Ancaster	ON
Shell	1501 Wellington Street E	Aurora	ON
Shell	204 Grove Street	Barrie	ON
Yonge & Big Bay Point	494 Big Bay Point Road	Barrie	ON
Shell	601 Yonge Street	Barrie	ON
Shell	86 Barrie View Drive	Barrie	ON
Shell	396 North Front Street	Belleville	ON
Shell	355 Waverley Road	Bowmanville	ON
Shell	412 Holland West	Bradford	ON
Bramalea & Sandalwood	10575 Bramalea Road	Brampton	ON
Shell	10511 Bramalea Road	Brampton	ON
Shell	1235 Williams Parkway	Brampton	ON
Shell	2001 North Park Drive	Brampton	ON
Shell	3550 Queen Street E	Brampton	ON
Shell	490 Great Lakes Drive	Brampton	ON
Shell	5 Great Lakes Drive	Brampton	ON
Shell	7756 Hurontario Street	Brampton	ON
Shell	9919 Airport Road	Brampton	ON
Shell	9950 Chinguacousy Road	Brampton	ON
Shell	3 Baldwin Street	Brooklin	ON
Shell	1195 Walkers Line	Burlington	ON
Shell	1221 Guelph Line	Burlington	ON
Shell	1235 Appleby Line	Burlington	ON
Shell	1331 Brant Street	Burlington	ON
Food Basics	3365 Fairview Street	Burlington	ON

ATMs Opened

Location	Address	City	Province
Shell	632 Plains Road E	Burlington	ON
Shell	12016 Airport Road N	Caledon	ON
Shell	800 Franklin Boulevard	Cambridge	ON
Shell	RR 2 Highway 49 (2653 March Road)	Carp	ON
Collingwood	25 Huron Street	Collingwood	ON
Shell	1993 Tenth Line	Cumberland	ON
Shell	608 Wilson Avenue	Downsview	ON
Shell	230 Lloydmanor Road	Etobicoke	ON
Shell	2799 Lakeshore Boulevard W	Etobicoke	ON
Shell	5286 Dundas Street W	Etobicoke	ON
Shell	677 Burnhamthorpe Road	Etobicoke	ON
Upper James & Rymal Becker's Petro Canada	1587 Upper James Street	Hamilton	ON
Shell	564 Barton Street E	Hamilton	ON
Shell	7975 Trafalgar Road	Hornby	ON
Shell	2098 Commerce Park Drive	Innisfil	ON
Shell	720 March Road	Kanata	ON
Shell	405 Second Street S	Kenora	ON
Shell	1700 King Road	King City	ON
Shell	4574 King Street E	Kitchener	ON
Shell	504 Lancaster Street	Kitchener	ON
Shell	110 Fanshawe Park Road E	London	ON
Shell	1140 Highbury Avenue	London	ON
Shell	1170 Oxford Street W	London	ON
Shell	1390 Wellington Road S	London	ON
Shell	299 Wharcliffe Road S	London	ON
Shell	316 Oxford Street E	London	ON
Rexall	350 Oxford Street E	London	ON
Shell	463 Wellington Road S	London	ON
Shell	839 Wonderland Road S	London	ON
Shell	880 Wonderland Road N	London	ON
Shell	957 Hamilton Road	London	ON
Shell	2881 Major MacKenzie Drive	Markham	ON
Shell	5706 Highway 7	Markham	ON
Shell	8510 Woodbine Avenue	Markham	ON
Shell	9270 McCowan Road	Markham	ON
Sobeys	1035 Bronte Street S	Milton	ON
Shell	1349 Burnhamthorpe Road E	Mississauga	ON
Shell	1480 Britannia Road E	Mississauga	ON
Shell	1715 Bloor Street E	Mississauga	ON
Shell	2163 Dundas Street E	Mississauga	ON
Shell	2165 Erin Mills Parkway	Mississauga	ON
Shell	2525 Thomas Street	Mississauga	ON
Shell	2695 Credit Valley Road	Mississauga	ON
Shell	3020 Unity Drive	Mississauga	ON
Shell	3255 Dundas Street W	Mississauga	ON
Shell	354 Dundas Street E	Mississauga	ON
Shell	3685 Erindale Station Road	Mississauga	ON
Shell	4685 Central Parkway E	Mississauga	ON
Sobeys	4980 Tahoe Boulevard	Mississauga	ON
Shell	5651 Hurontario Street	Mississauga	ON
Shell	6984 Hurontario Street	Mississauga	ON
Shell	6990 Rexwood Road	Mississauga	ON
Shell	745 Courtneypark Drive W	Mississauga	ON

ATMs Opened

Location	Address	City	Province
Shell	7540 Winston Churchill Boulevard	Mississauga	ON
Shell	780 South Sheridan Way	Mississauga	ON
Cityview	1450 Merivale Road	Nepean	ON
Shell	1548 Merivale Road	Nepean	ON
Shell	1857 Merivale Road	Nepean	ON
Shell	2950 Woodroffe Avenue	Nepean	ON
Shell	3190 Prince of Wales Drive	Nepean	ON
Shell	16634 Yonge Street	Newmarket	ON
Shell	18223 Leslie Street	Newmarket	ON
Shell	1180 Fisher Street	North Bay	ON
Shell	1812 Algonquin Avenue	North Bay	ON
Shell	390 Lakeshore Drive	North Bay	ON
Shell	2435 Finch Avenue W	North York	ON
Shell	2831 Bayview Avenue	North York	ON
Shell	4722 Yonge Street	North York	ON
Shell	909 Wilson Avenue	North York	ON
Shell	1528 Dundas Street W	Oakville	ON
Shell	325 Dundas Street E	Oakville	ON
Shell	3451 Rebecca Street	Oakville	ON
Becker's Husky	630 Fourth Line	Oakville	ON
Shell	725 Walkers Line	Oakville	ON
Shell	2975 St Joseph Boulevard	Orleans	ON
Shell	1350 Taunton Road E	Oshawa	ON
Metro	149 Midtown Drive	Oshawa	ON
Shell	520 King Street W	Oshawa	ON
Shell	1183 Pinecrest Avenue	Ottawa	ON
Shell	1440 Prince of Wales Drive	Ottawa	ON
Shell	1607 Carling Avenue	Ottawa	ON
Shell	2141 Carp Drive	Ottawa	ON
Shell	2232 St Laurent Boulevard	Ottawa	ON
Shell	2238 Carling Avenue	Ottawa	ON
Shell	2498 Bank Street	Ottawa	ON
Shell	962 Merivale Road	Ottawa	ON
Shell	116 Bowes Street	Parry Sound	ON
CANEX Kyrenia Club Junior Ranks' Mess	Building L105, 146 Nicklin Parade Square	Petawawa	ON
Sobeys	1200 Lansdowne Street W	Peterborough	ON
Shell	935 Liverpool Road	Pickering	ON
Shell	135 Rexdale Boulevard	Rexdale	ON
Shell	1510 Albion Road	Rexdale	ON
Shell	627 Dixon Road	Rexdale	ON
Shell	11151 Yonge Street	Richmond Hill	ON
Shell	12985 Bathurst Street	Richmond Hill	ON
Shell	408 Highway 7 E	Richmond Hill	ON
Shell	8656 Yonge Street	Richmond Hill	ON
Shell	9240 Leslie Street	Richmond Hill	ON
Shell	386 Great Northern Road	Sault Ste. Marie	ON
Shell	1201 Markham Road	Scarborough	ON
Shell	1575 Warden Avenue	Scarborough	ON
Shell	1670 McCowan Road	Scarborough	ON
Shell	1805 Victoria Park Avenue	Scarborough	ON
Shell	2650 Brimley Road	Scarborough	ON
Shell	2801 Midland Avenue	Scarborough	ON

ATMs Opened

Location	Address	City	Province
Shell	3051 Lawrence Avenue	Scarborough	ON
Shell	3101 Victoria Park Avenue	Scarborough	ON
Shell	3221 Kingston Road	Scarborough	ON
Shell	3381 Kennedy Road	Scarborough	ON
Shell	577 Birchmount Road	Scarborough	ON
Shell	6731 Kingston Road	Scarborough	ON
Shell	8301 Sheppard Avenue E	Scarborough	ON
Shell	123 Fairview Avenue	St. Thomas	ON
Shell	816 Queenston Road	Stoney Creek	ON
Shell	5842 Main Street	Stouffville	ON
Sobeys	581 Huron Street	Stratford	ON
Shell	1329 Regent Street	Sudbury	ON
Shell	1394 The Kingsway	Sudbury	ON
Shell	1438 Lasalle Boulevard	Sudbury	ON
Steeles & Bathurst	800 Steeles Avenue W	Thornhill	ON
Shell	1110 West Arthur Street	Thunder Bay	ON
Shell	251 West Arthur Street	Thunder Bay	ON
Shell	277 North Cumberland Street	Thunder Bay	ON
Shell	807 Red River Road	Thunder Bay	ON
Shell	888 Red River Road	Thunder Bay	ON
Shell	914 Red River Road	Thunder Bay	ON
Shell	1077 Yonge Street	Toronto	ON
Sobeys	147 Laird Drive	Toronto	ON
Shell	1586 Bathurst Street	Toronto	ON
Shell	1800 Bayview Avenue	Toronto	ON
Shell	1974 Avenue Road	Toronto	ON
Sobeys	22 Balliol Street	Toronto	ON
Shell	2291 Keele Street	Toronto	ON
Shell	2498 Gerrard Street E	Toronto	ON
Shell	3070 Dufferin Street	Toronto	ON
Shell	3401 Sheppard Avenue E	Toronto	ON
BMO Billy Bishop Toronto City Airport	4 Eireann Quay	Toronto	ON
Shell	4021 Yonge Street	Toronto	ON
Shell	435 Brown's Line	Toronto	ON
Rexall	4789 Yonge Street	Toronto	ON
Shell	4926 Bathurst Street	Toronto	ON
Shell	548 Richmond Street E	Toronto	ON
Rexall	63 Front Street E	Toronto	ON
Shell	680 The Queensway	Toronto	ON
Shell	730 Sheppard Avenue E	Toronto	ON
Queen & Saulters	774 Queen Street E	Toronto	ON
Rexall	88 Queens Quay W	Toronto	ON
Rexall	901 Eglinton Avenue W	Toronto	ON
Shell	908 Sheppard Avenue W	Toronto	ON
Shell	8330 Kennedy Road	Unionville	ON
Shell	1 Montreal Road	Vanier	ON
Shell	20 Beechwood Avenue	Vanier	ON
Shell	10700 Bathurst Street	Vaughan	ON
Shell	2 Vaughan Valley Road	Vaughan	ON
Shell	2650 Rutherford Road	Vaughan	ON
Shell	3000 Major MacKenzie Drive	Vaughan	ON
Shell	360 Phillip Street	Waterloo	ON
Shell	2562 Weston Road	Weston	ON

ATMs Opened

Location	Address	City	Province
Shell	320 Thickson Road S	Whitby	ON
Shell	403 Brock Street S	Whitby	ON
Shell	685 Taunton Road E	Whitby	ON
Shell	11475 Tecumseh Road E	Windsor	ON
Shell	3178 Dougall Avenue	Windsor	ON
Shell	3579 Tecumseh Road E	Windsor	ON
Shell	5501 Ojibway Parkway	Windsor	ON
Mi Fuel	9400 Highway 27	Woodbridge	ON
Shell	1790 Highland Avenue	Brandon	MB
Shell	510 1st Street	Brandon	MB
Shell	390 Main Street	Selkirk	MB
Shell	1134 St. Mary's Road	Winnipeg	MB
Shell	1225 Pembina Highway	Winnipeg	MB
Shell	1420 Jefferson Avenue	Winnipeg	MB
Shell	185 Scurfield Boulevard	Winnipeg	MB
Shell	1858 King Edward Street	Winnipeg	MB
Shell	1915 Main Street	Winnipeg	MB
Shell	2071 Corydon Avenue	Winnipeg	MB
Shell	21 Lakewood Boulevard	Winnipeg	MB
Shell	2222 McPhillips Street	Winnipeg	MB
Shell	229 Sherbrook Street	Winnipeg	MB
Shell	2501 Portage Avenue	Winnipeg	MB
Shell	3086 Pembina Highway	Winnipeg	MB
Shell	31 Osborne Street	Winnipeg	MB
Shell	3480 Portage Avenue	Winnipeg	MB
Shell	350 St. Anne's Road	Winnipeg	MB
Shell	373 Salter Street	Winnipeg	MB
Shell	380 Provencher Boulevard	Winnipeg	MB
Shell	50 Sage Creek Boulevard	Winnipeg	MB
Shell	609 Regent Avenue W	Winnipeg	MB
Shell	6620 Roblin Boulevard	Winnipeg	MB
Shell	690 Sterling Lyon Parkway	Winnipeg	MB
Shell	701 Portage Avenue	Winnipeg	MB
Shell	766 Corydon Avenue	Winnipeg	MB
Shell	903 Henderson Highway	Winnipeg	MB
Sobeys	965 Henderson Highway	Winnipeg	MB
Shell	935 Main Street N	Moose Jaw	SK
Shell	2020 Victoria Avenue E	Regina	SK
Shell	275 Albert Street N	Regina	SK
Shell	310 McCarthy Boulevard N	Regina	SK
Shell	3165 East Truesdale Drive	Regina	SK
Shell	4665 Albert Street	Regina	SK
Shell	5005 Sherwood Drive	Regina	SK
Shell	5826 Rochdale Boulevard	Regina	SK
Shell	810 McCarthy Boulevard	Regina	SK
Shell	825 Arcola Avenue E	Regina	SK
Shell	1101 Broadway Avenue	Saskatoon	SK
Shell	1602 22 Street W	Saskatoon	SK
Shell	1740 Idylwyld Drive N	Saskatoon	SK
Shell	1828 McOrmond Drive	Saskatoon	SK
Midtown Plaza	201 1st Avenue S	Saskatoon	SK
Sobeys	3100 Preston Avenue S	Saskatoon	SK
Shell	3330 8 Street E	Saskatoon	SK

ATMs Opened

Location	Address	City	Province
Shell	7 Assiniboine Drive	Saskatoon	SK
Shell	824 51 Street E	Saskatoon	SK
Shell	109 Centre Avenue	Airdrie	AB
Shell	169 East Lake Crescent	Airdrie	AB
Shell	2820 Main Street SE	Airdrie	AB
Shell	529 2 Avenue SE	Airdrie	AB
Shell	230 Lynx Street	Banff	AB
Shell	435 Banff Avenue	Banff	AB
Shell	6200 50th Street	Beaumont	AB
Shell	12 Castleridge Drive NE	Calgary	AB
Shell	8435 Bowfort Road NW	Calgary	AB
Shell	10855 Bonaventure Drive SE	Calgary	AB
Shell	12550 Symons Valley Road NW	Calgary	AB
Shell	1304 14th Street SW	Calgary	AB
Shell	14588 McIvor Boulevard SE	Calgary	AB
Shell	15 Millrise Boulevard SW	Calgary	AB
Shell	156 Crowfoot Gate NW	Calgary	AB
Shell	1595 32nd Avenue NE	Calgary	AB
Shell	1820 Uxbridge Drive NW	Calgary	AB
Shell	2020 16 Avenue NE	Calgary	AB
Shell	3130 68 Street NE	Calgary	AB
Shell	3808 Bow Trail SW	Calgary	AB
Shell	388 Country Hills Boulevard NE	Calgary	AB
Shell	4647 16th Avenue NW	Calgary	AB
Shell	4828 Centre Street NE	Calgary	AB
Shell	8650 112th Avenue NW	Calgary	AB
Shell	505 10th Street NW	Calgary	AB
Shell	5309 Rundlehorn Drive NE	Calgary	AB
Shell	539 17 Avenue SW	Calgary	AB
Shell	5919 Macleod Trail SW	Calgary	AB
Shell	6450 Centre Street NE	Calgary	AB
Shell	12445 Lake Fraser Drive SE	Calgary	AB
Shell	7014 Fairmount Drive SE	Calgary	AB
Shell	703 42nd Avenue SE	Calgary	AB
Shell	807 McKenzie Drive SE	Calgary	AB
Shell	8247 Elbow Drive SW	Calgary	AB
Shell	8251 Fairmount Drive SE	Calgary	AB
Shell	9420 Macleod Trail SE	Calgary	AB
Shell	1714 Bow Valley Trail	Canmore	AB
Shell	4312 1 Street	Clareholm	AB
Shell	10 Fireside Gate	Cochrane	AB
Shell	604 1st Street W	Cochrane	AB
Shell	4604 50th Street	Cold Lake	AB
Rexall	4341 50th Street (Dodson Plaza)	Drayton Valley	AB
Shell	10231 170 Street	Edmonton	AB
Shell	10325 34 Avenue	Edmonton	AB
Shell	11230 107 Avenue	Edmonton	AB
Shell	12206 Stony Plain Road	Edmonton	AB
Shell	12925 118 Avenue	Edmonton	AB
Shell	13215 127 Street	Edmonton	AB
Shell	13610 66 Street	Edmonton	AB
Shell	14004 23 Avenue	Edmonton	AB
Shell	14865 137 Avenue	Edmonton	AB

ATMs Opened

Location	Address	City	Province
Shell	15131 127 Street	Edmonton	AB
Shell	17056 95 Avenue	Edmonton	AB
Shell	17808 Stony Plain Road	Edmonton	AB
Shell	1968 Mill Woods Road	Edmonton	AB
Shell	2203 110 Street	Edmonton	AB
Shell	3518 118 Avenue	Edmonton	AB
Shell	4810 142 Avenue NW	Edmonton	AB
Shell	4933 Mill Woods Road S	Edmonton	AB
Shell	4945 101 Avenue	Edmonton	AB
Shell	5174 167 Avenue	Edmonton	AB
Shell	5610 111 Street	Edmonton	AB
Shell	5830 104 Street	Edmonton	AB
Shell	6004 Currents Drive NW	Edmonton	AB
Rexall	6104 90 Avenue NW	Edmonton	AB
Shell	6312 50 Street	Edmonton	AB
Shell	6833 177 Street	Edmonton	AB
Shell	708 Parsons Road SW	Edmonton	AB
Shell	7535 75 Street	Edmonton	AB
Shell	800 Riverbend Square	Edmonton	AB
Shell	8545 82 Avenue	Edmonton	AB
Shell	9330 144 Avenue	Edmonton	AB
Shell	9431 149 Street	Edmonton	AB
Shell	9804 153 Avenue	Edmonton	AB
Shell	9903 51 Avenue	Edmonton	AB
Shell	4208 2 Avenue	Edson	AB
Shell	142 Dickins Drive	Fort McMurray	AB
Shell	211 Thickwood Boulevard	Fort McMurray	AB
Shell	291 Sakitawaw Trail	Fort McMurray	AB
Keyano College Bookstore	8115 Franklin Avenue	Fort McMurray	AB
Keyano Theatre	8115 Franklin Avenue	Fort McMurray	AB
Shell	9824 Franklin Avenue	Fort McMurray	AB
Syncrude Sport and Wellness Centre	9908 Penhorwood Street	Fort McMurray	AB
Shell	110 Town Crest Road	Fort Saskatchewan	AB
Shell	9761 90 Street	Fort Saskatchewan	AB
Shell	6640 Popular Drive	Grande Prairie	AB
High River	1500 12th Avenue SE	High River	AB
Sobeys	98 Centre Street SE	High River	AB
Shell	5205 Discovery Way	Leduc	AB
Shell	4403 45 Avenue	Lloydminster	AB
Shell	5635 44 Street	Lloydminster	AB
Shell	704 Redcliff Drive	Medicine Hat	AB
Shell	1135 North Railway Street	Okotoks	AB
Shell	61 Riverside Drive	Okotoks	AB
Shell	6700 46th Street	Olds	AB
Shell	4420 Highway 2A	Ponoka	AB
Shell	37430 Highway 2 S	Red Deer	AB
Shell	53 Gasoline Alley E	Red Deer	AB
Shell	62 Carleton Avenue	Red Deer	AB
Shell	101 Palisades Way	Sherwood Park	AB
Shell	975 Broadmoor Boulevard	Sherwood Park	AB
Shell	23263 Wye Road	Sherwood Park	AB
Shell	1501 Main Street E	Slave Lake	AB
Shell	171 Highway 16A	Spruce Grove	AB

ATMs Opened

Location	Address	City	Province
Shell	200 King Street	Spruce Grove	AB
Shell	70 Macleod Avenue	Spruce Grove	AB
Shell	31 Fairview Boulevard	St. Albert	AB
Shell	390 St. Albert Road	St. Albert	AB
Shell	2 Hebert Road	St. Albert	AB
Sobeys	4607 50 Street	Stettler	AB
Sobeys	100 Ranch Market	Strathmore	AB
Shell	310 Ridge Road	Strathmore	AB
Shell	10620 100 Street	Westlock	AB
Shell	3760 Kepler Street	Whitecourt	AB
Shell	1989 Sumas Way	Abbotsford	BC
Shell	2016 McCallum Road	Abbotsford	BC
Shell	2061 Whatcom Road	Abbotsford	BC
Shell	2181 Clearbrook Road	Abbotsford	BC
Shell	30362 Fraser Highway	Abbotsford	BC
UFV Atrium Student Union Building	33844 King Road	Abbotsford	BC
UFV 2nd Floor	33844 King Road	Abbotsford	BC
Shell	4177 Kingsway	Burnaby	BC
Shell	4191 North Road	Burnaby	BC
Shell	4505 Canada Way	Burnaby	BC
Shell	6511 Hastings Street	Burnaby	BC
Shell	1090 Trans Canada Highway	Cache Creek	BC
Shell	2574 South Island Highway	Campbell River	BC
Shell	45740 Yale Road W	Chilliwack	BC
Shell	8236 Eagle Landing Parkway	Chilliwack	BC
Shell	2052 Comox Avenue	Comox	BC
Shell	3051 Lougheed Highway	Coquitlam	BC
Shell	2591 Cliffe Avenue	Courtenay	BC
Shell	11020 8 Street	Dawson Creek	BC
Shell	5277 48th Avenue	Delta	BC
Shell	8380 112th Street	Delta	BC
Shell	380 Transcanada Highway	Duncan	BC
Shell	8908 96A Street	Fort St. John	BC
Shell	9605 100 Street	Fort St. John	BC
Shell	14 Street North	Golden	BC
Shell	1505 Hugh Allen Drive	Kamloops	BC
Shell	1705 East Trans Canada Highway	Kamloops	BC
Shell	1155 Highway 33 W	Kelowna	BC
Shell	1850 K.L.O. Road	Kelowna	BC
Shell	3100 Lakeshore Road	Kelowna	BC
Shell	525 Highway 97 S	Kelowna	BC
Shell	634 Harvey Avenue	Kelowna	BC
Shell	728 Esplanade Street	Ladysmith	BC
Shell	2890 Westshore Parkway	Langford	BC
Shell	5157 216 Street	Langley	BC
Shell	8622 200th Street	Langley	BC
Shell	9240 200th Street	Langley	BC
Shell	20304 Lougheed Highway	Maple Ridge	BC
Shell	23212 Dewdney Trunk Road	Maple Ridge	BC
Shell	3603 Voght Street	Merritt	BC
Shell	828 Deloume Road	Mill Bay	BC
Shell	6369 Hammond Bay Road	Nanaimo	BC
Shell	301 Nelson Avenue	Nelson	BC

ATMs Opened

Location	Address	City	Province
Shell	1198 Marine Drive	North Vancouver	BC
Shell	1731 Capilano Road	North Vancouver	BC
Shell	370 East Island Highway	Parksville	BC
Shell	3690 Johnston Road	Port Alberni	BC
Shell	1190 Pitt River Road	Port Coquitlam	BC
Shell	2315 Pitt River Road	Port Coquitlam	BC
Shell	2405 St Johns Street	Port Moody	BC
Shell	4779 Joyce Avenue	Powell River	BC
Shell	4293 5th Avenue	Prince George	BC
Shell	2712 West Island Highway	Qualicum Beach	BC
Shell	1840 Trans Canada Highway	Revelstoke	BC
Shell	5511 Garden City Road	Richmond	BC
Elmbridge & Hollybridge	6971 Elmbridge Way	Richmond	BC
Shell	2502 Mt Newton Cross Road	Saanichton	BC
Shell	311 10 Street SW	Salmon Arm	BC
Shell	7670 Vedder Road	Sardis	BC
Shell	1229 Eagle Pass Way	Sicamous	BC
Shell	1580 Highway 99	Squamish	BC
Shell	9507 Main Street	Summerland	BC
Shell	13598 88th Avenue	Surrey	BC
Shell	14780 108th Avenue	Surrey	BC
Shell	15184 56th Avenue	Surrey	BC
Shell	15551 Fraser Highway	Surrey	BC
Shell	2025 152nd Street	Surrey	BC
Shell	6391 176th Street	Surrey	BC
Shell	9620 120th Street	Surrey	BC
Shell	1591 56th Street	Tsawwassen	BC
False Creek	103 West 2nd Avenue	Vancouver	BC
Shell	1295 East 12th Avenue	Vancouver	BC
Shell	1305 Marine Drive	Vancouver	BC
Shell	1396 East 41st Avenue	Vancouver	BC
Shell	1503 West 41st Avenue	Vancouver	BC
Shell	1896 East Hastings Street	Vancouver	BC
Shell	2103 West Broadway	Vancouver	BC
Shell	3114 East 49th Avenue	Vancouver	BC
Shell	3596 West 41st Avenue	Vancouver	BC
Shell	4110 Oak Street	Vancouver	BC
Shell	4314 West 10th Avenue	Vancouver	BC
Cambie & Marine	480 SW Marine Drive	Vancouver	BC
University of British Columbia	6133 University Boulevard	Vancouver	BC
Shell	8686 Granville Street	Vancouver	BC
Shell	3800 32nd Street	Vernon	BC
Shell	100 Esquimalt Road	Victoria	BC
Shell	1321 Yates Street	Victoria	BC
Shell	1945 Oak Bay Avenue	Victoria	BC
Shell	2728 Spencer Road	Victoria	BC
Shell	3393 Douglas Street	Victoria	BC
Shell	3790 Quadra Street	Victoria	BC
Shell	490 Island Highway	Victoria	BC
Shell	2148 Sooke Road	Victoria	BC
Shell	482 Range Lake Road	Yellowknife	NT

ATMs Closed

Location	Address	City	Province
Bedford	21 Dartmouth Road	Bedford	NS
Spring Garden & Queen	5435 Spring Garden Road	Halifax	NS
Sobeys	10, boulevard St-Pierre Est	Caraquet	NB
Chateauguay	179, boulevard D'Anjou	Châteauguay	QC
IGA	515, boulevard Labelle	Laval	QC
Édifice Sun Life	1155, rue Metcalfe	Montreal	QC
Conseil & 10 Avenue	739, rue Conseil	Sherbrooke	QC
Allandale Marketplace	279 Yonge Street	Barrie	ON
Shoppers Drug Mart	405 Dundas Street E	Belleville	ON
Church & Main	135 Main Street N	Brampton	ON
Daisy Mart	7980 Kennedy Road S	Brampton	ON
Huron & Ste Marie	79 Hurontario Street	Collingwood	ON
Petro Canada / Beckers	564 Barton Street E	Hamilton	ON
Sobeys	700 Queenston Road	Hamilton	ON
Daisy Mart	100 Carlton Road	Markham	ON
Sobeys	1680 Tech Avenue	Mississauga	ON
Sobeys	6355 Viscount Road	Mississauga	ON
Cityview	1454 Merivale Road	Nepean	ON
Sobeys	1200 Lansdowne Street W	Peterborough	ON
Kennedy Park Centre	682 Kennedy Road	Scarborough	ON
Sobeys	30 Queensland Road	Stratford	ON
Sobeys	207 Queens Quay W	Toronto	ON
Union Station	65 Front Street W	Toronto	ON
Queen & Broadview	711 Queen Street E	Toronto	ON
Rexall	88 Queens Quay W	Toronto	ON
Rexall	899-901 Eglinton Avenue W	Toronto	ON
Rexall	777 Bay Street	Toronto	ON
Metro	9600 Islington Avenue	Vaughan	ON
Rexall	838 Ontario Road	Welland	ON
Steeles & Bathurst	6172 Bathurst Street	Willowdale	ON
Campbell Variety	1721 University Avenue W	Windsor	ON
Canada Safeway	1610 18th Street	Brandon	MB
Canada Safeway	143 Provincial Trunk Highway 12 N	Steinbach	MB
Sobeys	965 Henderson Highway	Winnipeg	MB
Sobeys	3545 32nd Avenue NE	Calgary	AB
High River	1103 18 Street SE	High River	AB
Canada Safeway	1702 23 Street N	Lethbridge	AB
Safeway	6319 50th Avenue	Red Deer	AB
Sobeys	100 Ranch Market	Strathmore	AB
CANEX	1200 Stanley Park Drive	Vancouver	BC
Student Union UBC	6138 Student Union Boulevard	Vancouver	BC

Business Debt Financing

As at October 31, 2015 (\$ millions)

Province or Territory		\$0-\$24,999	\$25,000-\$99,999	\$100,000-\$249,999	\$250,000-\$499,999	\$500,000-\$999,999	\$1,000,000-\$4,999,999	\$5,000,000 and Greater	Total
NEWFOUNDLAND AND LABRADOR	Authorized Amount	15	33	47	66	101	343	796	1,402
	Number of Firms	1,822	758	485	365	292	341	124	4,187
PRINCE EDWARD ISLAND	Authorized Amount	5	9	20	35	61	211	98	440
	Number of Firms	569	246	211	217	195	239	23	1,700
NOVA SCOTIA	Authorized Amount	24	48	162	103	224	716	2,878	4,156
	Number of Firms	2,976	1,094	1,590	624	675	771	332	8,062
NEW BRUNSWICK	Authorized Amount	19	39	54	77	130	357	1,104	1,779
	Number of Firms	2,378	872	541	442	364	383	168	5,148
QUEBEC	Authorized Amount	208	285	645	486	738	2,126	17,846	22,335
	Number of Firms	25,901	6,892	6,368	2,778	2,229	2,172	1,795	48,135
ONTARIO	Authorized Amount	461	627	1,145	1,036	1,669	5,353	40,567	50,858
	Number of Firms	83,311	15,411	10,931	5,757	4,925	5,378	4,723	130,436
MANITOBA	Authorized Amount	26	45	42	60	98	888	2,517	3,676
	Number of Firms	3,312	1,136	396	327	277	449	200	6,097
SASKATCHEWAN	Authorized Amount	45	92	90	150	224	680	3,175	4,456
	Number of Firms	5,327	2,262	878	885	705	755	343	11,155
ALBERTA	Authorized Amount	179	230	194	309	512	1,886	23,598	26,908
	Number of Firms	20,748	5,935	1,832	1,737	1,506	1,915	1,353	35,026
BRITISH COLUMBIA	Authorized Amount	170	242	318	404	728	2,961	16,970	21,794
	Number of Firms	20,249	6,013	3,093	2,277	2,139	3,019	2,079	38,869
YUKON	Authorized Amount	1	2	4	6	6	62	0	81
	Number of Firms	135	62	35	32	16	44	0	324
NORTHWEST TERRITORIES/NUNAVUT	Authorized Amount	1	2	2	4	8	54	11	81
	Number of Firms	113	58	19	20	22	34	3	269
TOTAL	Authorized Amount	1,152	1,655	2,723	2,736	4,499	15,637	109,562	137,964
	Number of Firms	166,841	40,739	26,379	15,461	13,345	15,500	11,143	289,408

Bank of Montreal Mortgage Corporation Public Accountability Statement*

Due to the specific nature of its activities, Bank of Montreal Mortgage Corporation (BMMC) provides the following information in response to the requirements set out in section 444.2(1) of the *Trust and Loan Companies Act* and in the applicable regulations.

BMMC, a wholly owned, fully integrated subsidiary of Bank of Montreal, raises funds for mortgage financing by issuing deposit instruments (such as GICs) through Bank of Montreal's retail branch network and other proprietary channels, where Bank of Montreal acts for BMMC, as well as through third-party channels. BMMC does not operate branches that are open to the public or other facilities at which deposits are accepted or cash is distributed to customers. BMMC employs 15 full-time employees. These employees are based in Montreal.

The income and capital taxes paid in Canada by BMO Financial Group, of which BMMC is a member, are listed on page 54 of BMO Financial Group's 2015 Environmental, Social and Governance (ESG) Report and Public Accountability Statement.

BMMC shares BMO Financial Group's commitment to community development and philanthropic activity as described in BMO Financial Group's 2015 ESG Report and Public Accountability Statement. The community development activities of BMMC are integrated with those of BMO Financial Group, as described in BMO Financial Group's 2015 ESG Report and Public Accountability Statement on pages 28-32.

As detailed in BMO Financial Group's 2015 ESG Report and Public Accountability Statement, business debt financing and programs to improve access to financial services are engaged in by Bank of Montreal for BMO Financial Group. BMMC has no other affiliates in respect of which this Public Accountability Statement is published.

*As stipulated by the *Trust and Loan Companies Act*, Bank of Montreal Mortgage Corporation, wholly owned by Bank of Montreal, is required to publish a separate Public Accountability Statement.

BMO Trust Company Public Accountability Statement*

Due to the specific nature of its activities, BMO Trust Company provides the following information in response to the requirements set out in section 444.2(1) of the *Trust and Loan Companies Act* (the Act) and in the applicable regulations.

BMO Trust Company is incorporated in Canada under the Act, is registered to provide trust services throughout Canada, and is a wholly owned subsidiary of Bank of Montreal and a member of BMO Financial Group. Its primary business is to act as a trustee for clients of BMO Private Banking, to sell term guaranteed investment certificates offered through BMO Financial Group's distribution channels and selected third-party deposit brokers, and to act as trustee for registered plans and pensions of clients of BMO Financial Group.

BMO Trust Company did not have any branches that were opened or closed during this period. BMO Trust Company does not operate other facilities at which deposits are accepted or cash is distributed to customers. BMO Trust Company does not have employees of its own. All of its activities are conducted by employees of Bank of Montreal.

The income and capital taxes paid in Canada by BMO Financial Group, of which BMO Trust Company is a member, are listed on page 54 of BMO Financial Group's 2015 ESG Report and Public Accountability Statement.

BMO Trust Company shares BMO Financial Group's commitment to community development and philanthropic activity as described in BMO Financial Group's 2015 ESG Report and Public Accountability Statement. The community development activities of BMO Trust Company are integrated with those of BMO Financial Group, as described in BMO Financial Group's 2015 ESG Report and Public Accountability Statement on pages 28-32.

As detailed in BMO Financial Group's 2015 ESG Report and Public Accountability Statement, business debt financing and programs to improve access to financial services are engaged in by Bank of Montreal for BMO Financial Group. BMO Trust Company has no other affiliates in respect of which this Public Accountability Statement is published.

*As stipulated by the *Trust and Loan Companies Act*, BMO Trust Company, wholly owned by Bank of Montreal, is required to publish a separate Public Accountability Statement.

Need help?
Email us at: sustainability@bmo.com

BMO



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