

2021

Wîcihitowin

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Indigenous
Partnerships and
Progress Report

BMO Financial Group





About the artist

The art displayed in this report was created by Mariah Meawasige, an Anishinaabe/settler artist from the northern shores of Lake Huron who specializes in graphic design.



< On the cover:



Tamara Littlelight,
BMO Branch Manager, Buffalo Run,
Tsuut'ina Nation, AB
Photo by Daniel Wood

Wícihitowin ᐃᓴᐅᐱᐅᐅᐅ
(pronounced: wee-chih-hito-win)
is a Nehiyawewin/Cree term
meaning “helping and supporting
each other.”

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Elder's Welcome

Pìjàshig Kidji-minobideg

Elder and Professor Claudette Commanda

Kitigan Zibi Anishinabeg First Nation, Quebec
Member, Indigenous Advisory Council



Welcome to the BMO Indigenous Partnerships and Progress Report 2021.

We begin by acknowledging our ancestors and our Creator. We acknowledge the great mystery that is our Creator, and the love that is manifest in Creation. We thank our Creator for the many gifts we have received, and pray for strength and the blessings of a good life. We provide this report with open hearts and in a spirit of learning.

We come together as brothers and sisters, in the spirit of mino pimadiziwiin (good life) to show kindness, striving for understanding, promoting harmony, and working for our common good, through kinoomaagaywin (teachings) of the Seven Grandfathers.

Message from the CEO

Darryl White

Chief Executive Officer,
BMO Financial Group



We will mark Canada's first National Day for Truth and Reconciliation on September 30, 2021. BMO recognizes this day as an opportunity to listen, learn and stand with Indigenous peoples and all Canadians, as we individually and collectively reflect on – and contend with – the painful legacy of residential schools.

With this inaugural Indigenous Partnerships and Progress Report, we acknowledge and celebrate the resilience, innovation and achievements of Indigenous peoples.

Throughout its pages, we share the spotlight with our customers in order to show some of the ground-breaking ways BMO has partnered with Indigenous communities for nearly 30 years. And we will continue to develop new and sustainable partnerships, because our long-standing history of engagement is part of what defines us.

As advocates for a society with zero barriers to inclusion, we believe that change begins with education. We must deepen our collective understanding of our shared history in order to be able to move forward. This report seeks to inform and inspire, with stories that tell of the many barriers faced by Indigenous peoples in Canada – as well as the opportunities that lie ahead on the path to reconciliation.



At the core of our Purpose – to Boldly Grow the Good *in business and life* – is a bold commitment for an inclusive society with zero barriers to inclusion. Supporting the progress of Indigenous communities in Canada is fundamental to that commitment. In a spirit of partnership, we’ve created unique customer programs that improve access to financial products and services for Indigenous communities across the country, including access to affordable housing. And we’ve set targets for improving the representation of Indigenous peoples in our Canadian workforce. We’re determined to identify and remove any barriers blocking access to an equitable employee experience that offers personal development and career advancement.

In order to ensure that we understand and address the needs of our Indigenous colleagues, customers and communities as we move forward on the path to reconciliation, we are listening to and learning from BMO’s Indigenous Advisory Council. Their valuable insights, along with the support of Indigenous leaders across Canada, are helping us honour our long-standing commitment to advancing partnerships and progress with Indigenous communities – through ongoing education, greater awareness, and informed policies that will deliver concrete outcomes.

We are proud to walk the path to reconciliation alongside our Indigenous colleagues, and we welcome the opportunity to serve Indigenous communities across the country.

This report marks an important step along the way, as we work with all of our stakeholders to build a more inclusive economy and society – in support of a strong and prosperous Canada.

Darryl White

Indigenous Advisory Council Co-Chairs' Messages

Message from Chief Roger Augustine

Assembly of First Nations (AFN)

Regional Chief Roger Augustine, NB/PEI

Co-Chair, Indigenous Advisory Council



Kwe', Aanii, Atelihai, Greetings. On behalf of Bank of Montreal's Indigenous Advisory Council (IAC), I am pleased to welcome you to the BMO Indigenous Partnerships and Progress Report.

This report is one step on a long journey. The formation of the IAC in 2020 was also an important step. It came as a result of consultations between BMO and Indigenous advisers, Elders and Chiefs from across Canada. The IAC represents BMO's most notable response to the 92nd Call to Action of the Truth and Reconciliation Commission of Canada (TRC 92). Among other things, that Call asked the corporate sector to:

- commit to meaningful consultation and respectful relationships;
- ensure that Indigenous peoples have equitable access to jobs, training and education opportunities; and
- provide education for management and staff on the history of Indigenous peoples.

This is a tall order, but I am confident it is one BMO will fulfil. My confidence stems in part from the considerable achievements we have already recorded. It also stems from something less tangible but even more important: the spirit of goodwill that BMO has demonstrated in undertaking the hard work of truth and reconciliation.

I have witnessed that goodwill first-hand. BMO has recognized that it cannot meet the 92nd Call to Action

The spirit of goodwill that BMO has demonstrated in undertaking the hard work of truth and reconciliation gives me confidence.

on its own, without the guidance, wisdom and cultural insight that only Indigenous peoples can provide. The IAC reflects that recognition. It comprises 12 advisory members – leaders, educators and activists – and includes First Nations, Métis and Inuit representation from coast to coast.

The IAC advises BMO on the three pillars that support its response to TRC 92: education, employment and economic empowerment. It is helping BMO navigate its way on a long and critical path to reconciliation, one that is informed by a growing recognition of the enormous potential that Indigenous peoples embody. For too much of our history, that potential has faced systemic barriers to its full realization. But by harnessing the cultural and spiritual renewal of Indigenous peoples, we can finally unleash it. The IAC is helping BMO play its part in realizing that potential, which begins by speaking the truth that is the foundation of reconciliation.

Indigenous Advisory Council Co-Chairs' Messages

Message from Mike Bonner

Mike Bonner

Head, Canadian Business Banking
Co-Chair, Indigenous Advisory Council



The time to act is now.

Indigenous communities have been integral to the development of Canada, but have faced long-standing, systemic discrimination. Eliminating barriers to inclusion and advancing human rights requires individuals and organizations to do more. We all have a shared responsibility to eradicate systemic racism and advance reconciliation.

For nearly three decades, BMO has been a leader in providing banking services to Indigenous communities nationwide, and we're committed to deepening those partnerships, which have been built on trust and mutual respect. Today, we are honoured to share with you some examples of the progress we are making toward our goal of building an inclusive society with zero barriers – within Indigenous communities and across Canada.

We continue to move forward on our journey, learning from our past to inform our actions today.

We acknowledge the mistakes we make, and they become a catalyst for positive change.

As we mark the first National Day for Truth and Reconciliation – now, more than ever – we are committed to doing better, building trust and living our values.

We have strengthened our commitment to Indigenous communities, building on these three pillars – education, employment and economic empowerment.

As you read through this report, I hope you'll find that our commitment to inclusion is strong.

BMO's Purpose, to Boldly Grow the Good *in business and life*, is more than a statement: it represents who we are as an organization and the part we play within our communities. Right now, we are being called on to accelerate progress, continue the work of reconciliation and plan for a better tomorrow. At BMO, we will continue to move forward by acting in meaningful ways. We all have a part to play in making change happen. Let's start today.

National Day for Truth and Reconciliation

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Journi Nassional pour la Viriti ipi la Rikonsiliassion

Xwexwéytes te melúlcwes es lexéyems

In 2021, the Government of Canada established a National Day for Truth and Reconciliation that will be observed each year on September 30, as a response to the 80th Call to Action of the Truth and Reconciliation Commission of Canada – one of 94 Calls to Action.

In recognition of this day, we present two stories from residential school Survivors. There can be no reconciliation without truth – and that includes hearing, and learning from, Survivors' stories. They are real and emotional, shared to honour Survivors, the children who never came home from residential schools, and all the families and communities who were, and continue to be, affected.

Alongside all Canadians, we reflect on the history, legacy and impact of residential schools and the steps we must all take to repair the damage done.



Barney Williams, Jr.

Barney Williams is a member and Elder of the Tla-o-qui-aht First Nation on Vancouver Island and a social worker who has dedicated his life to supporting the health and well-being of Indigenous people. He spent his earliest years in a loving home, marked by the lessons he received from his grandparents. "There's not a day that goes by that I don't think of Granny and Grandpa and the wonderful way that they raised us and loved us," he says. "Granny taught me about humility and integrity, about being proud of my culture and who I am, and never trying to be someone I'm not." But when he was five years old, his life changed. He was sent to a residential school.

He arrived at the school speaking no English, and as a result he was subjected to physical punishment, such as strappings and beatings. At times he was made to walk around with a wooden block in his mouth for eight hours a day, unable to drink or eat. His humiliation was compounded by sexual and emotional abuse. The suffering was accompanied by a clear message from the school and its teachers, repeated over and over: you will never amount to anything.

Eight years of this psychological and physical abuse took an inevitable toll. "When I arrived, I believed in myself and my culture. When I left, I had lost everything – my pride, my self-esteem, my sense of who I was." It took years of torment and struggle with addiction for Barney to overcome the nightmares that governed his life. But he ultimately succeeded, finding his way back to his culture, the lessons of his early childhood, and his sense of self. As a therapist, he has applied the wisdom and insight he took from his own trauma to help others. And while his life is a testament to hope, it is also a reminder not to forget.



Phyllis Webstad

At the age of six, Phyllis Webstad was ready to go to school, so her grandmother took her into town to buy a new set of clothes. Encouraged to choose something that she liked, Phyllis picked out a bright orange shirt. Filled with excitement when the first day of classes rolled around in September, she proudly wore the shirt to the St. Joseph's Mission Residential School near Williams Lake, British Columbia. She never wore it again.

The school took away the clothes the children were wearing and replaced them with donated clothing. Phyllis lost her beloved shirt. And while she didn't realize it at the time, the school would also take away much more: her sense of self-worth, her dignity, and the loving embrace of her family. At the school, no one made an effort to nurture the children or create an environment that would remind them of the homes they had left, where they had been raised by parents, grandparents, aunts and uncles who made them feel that they mattered. Phyllis endured emotional deprivation and psychological abuse, and the effects remained with her into adulthood.

What also remained was the memory of the orange shirt. When the Truth and Reconciliation Commission came to British Columbia, Phyllis was asked to speak about her experiences. Unsure of what to say, she chose to tell the story of her shirt. For her, its loss had come to symbolize the loss of everything that had sustained her as a child and made her feel valued. The story and symbolism of the orange shirt resonated, inspiring children and families across the country to honour the stories and experiences of Survivors by wearing orange on September 30 each year.

Indigenous Advisory Council

Setting the framework for reconciliation

BMO established an Indigenous Advisory Council (IAC) in January 2020, composed of First Nations, Métis and Inuit representation from across the country.

The mandate of the IAC is to provide guidance and feedback to BMO on the creation of new policies and practices that respond to the 92nd Call to Action of the Truth and Reconciliation Commission of Canada.

This mandate builds on the three pillars of BMO's commitment to reconciliation and progress for Indigenous peoples across Canada: education, employment and economic empowerment.

The first IAC meeting was held in person on March 10, 2020, and has been followed by virtual meetings every quarter.

Outcomes from IAC input include:



Education

Nationwide launch of Nisitohtamowin, a new eLearning resource that provides an introduction to Indigenous perspectives in Canada.



Employment

Introduction of Indigenous employment strategies nationwide that have increased the number of new hires and improved retention.



Economic Empowerment

Launch of BMO's new Indigenous Banking Program, along with new policies and practices related to procurement and sustainability.

Membership

The IAC consists of 12 external members and is co-chaired by Assembly of First Nations (AFN) Regional Chief Roger Augustine, NB/PEI, and Mike Bonner, BMO's Head of Canadian Business Banking.



Frank Brown
Heiltsuk Nation,
BC

Chief Patrick Michell
Kanakas Bar Indian Band,
BC

Chief Roy Whitney-Onespot
Tsuut'ina Nation,
AB

Deborah Baker
Councillor,
Squamish First Nation,
BC

Chief Ouray Clark Crowfoot
Siksika Nation,
AB

Chief Darcy Bear
Whitecap Dakota
First Nation,
SK

Kevin Chief
Principal,
Chief Partnerships
Manitoba Inc.,
MB

Chief Donald Maracle
Mohawks of the
Bay of Quinte,
ON

Professor Claudette Commanda
University of Ottawa,
Kitigan Zibi Anishinabeg
First Nation,
QC

Sarah Leo
COO, Nunatsiavut
Group of Companies,
NL

Regional Chief Roger Augustine
Assembly of First
Nations (AFN)
NB/PEI
Co-Chair, IAC

Chief Terrance Paul
Membertou,
NS

Click on each IAC member's name to access their biography.

The Council is sponsored by Cameron Fowler, BMO's Chief Strategy & Operations Officer, Executive Diversity Champion, and Co-Chair of our Leadership Committee for Diversity, Equity and Inclusion. Membership appointments consider a range of factors, including regional representation and gender diversity, as well as the background and expertise of each candidate.



Mike Bonner
Co-Chair, IAC
Head, Canadian Business
Banking



Stephen Fay
Relationship Manager, IAC
Head, Indigenous Banking



Kona Goulet
Secretary, IAC
Head, Indigenous Equity
& Inclusion



Cameron Fowler
Executive Champion for DEI
Chief Strategy & Operations
Officer

Indigenous Strategy: Three Pillars



BMO's Purpose is to Boldly Grow the Good *in business and life*. As an expression of this Purpose, our commitment to zero barriers to inclusion for Indigenous customers, colleagues and communities builds on the three pillars that support our response to the Truth and Reconciliation Commission and its call to action for corporate Canada.

BMO's Mike Bonner, Vanessa Lewerentz, Chief Inclusion Officer, and Mark Shadeed, VP Indigenous Banking in conversation with Lynne Groulx, Chief Executive Officer, Native Women's Association of Canada (NWAC).

Photo by Matthew Liteplo

BOLDLY GROW THE GOOD

IN BUSINESS AND LIFE

45,000

BMO employees, customers
and others took part in
Nisitohtamowin ᓂᑦᑭᑦᑐᑦᑕᐱᑦᑐᑦ
– an educational eLearning that
provides an introduction to
Indigenous perspectives in Canada.

\$5.5 million in awards and scholarships, out of a total of \$16 million in donations and pledges to Indigenous communities across Canada.

Over 80% of Canadian employees and 85% of senior leaders completed Nisitohtamowin eLearning.

182,000 social media impressions
raising awareness during National
Indigenous History Month.



Doubled

hiring of Indigenous peoples in 2021 and launched first-of-its-kind Virtual Indigenous Technology Employment Hub.

Increased representation of Indigenous colleagues at BMO from 1.1% to 1.35%, advancing towards our 1.6% goal.

Launched Virtual Indigenous Technology Hub creating remote and on-reserve employment opportunities nationwide.

Miikana Career Pathways: career advancement and retention for Indigenous employees **exceeds peer comparison.**



\$6.5 billion

in Indigenous banking services to advance economic self-determination for Indigenous communities nationwide, representing 44% year-over-year growth in 2020.

Providing banking services
to **250 Indigenous communities**
nationwide.

Committed to \$10 million in spending with Indigenous-owned businesses by 2023.

8% of the proceeds of a \$500 million sustainability bond was allocated to Indigenous communities in 2020.



Education

Katshishkutamatunanut

BMO has a long history of supporting education for Indigenous peoples across the country. Over the next five years we have pledged nearly **\$5.5 million in awards and scholarships** for Indigenous students pursuing post-secondary education.



^ Tamara Littlelight, Branch Manager, Greater Calgary Market and Chief Roy Whitney-Onespot, Tsuut'ina Nation at the Tsuut'ina Trail.

Photo by Daniel Wood

BMO has also made education and raising cultural awareness about Indigenous peoples, cultures and history a high priority for all employees and senior leadership.

In 2020, we completed a training program for our branch employees that served to raise awareness and support interactions with Indigenous customers. We also introduced workshops for our senior leadership focused on expanding awareness of Indigenous cultures and will resume these in-person workshops in 2022.

We also provide financial literacy workshops for Indigenous communities and individuals through seminars and education sessions. Participants range from Indigenous youth to employees of Indigenous organizations, learning about such topics as finance, credit and investment planning.

The Sharing Circle is an Employee Resource Group of approximately 800 Indigenous BMO employees and allies, advocates for Indigenous

communities who act as ambassadors across the organization and within local communities. Ongoing educational initiatives engage BMO's employees throughout the year and are helping us build a culture of inclusion, with signature events that recognize National Indigenous History Month (in June), National Indigenous Peoples Day (June 21) and the National Day for Truth and Reconciliation (September 30).

One of our most significant recent initiatives supporting cultural awareness and historical understanding is Nisitohtamowin ("understanding" in Cree), an Introduction to Indigenous Perspectives in Canada. We developed this online eLearning resource in partnership with First Nations University of Canada and Reconciliation Education in 2020.

We are proud to report that nearly 25,000 BMO employees – more than 80% of our Canadian workforce and over 85% of senior leadership – have completed the course.

כ.ד.Δ.Γ.צ"כזש

— *Anastasia Muia, Grade 8 teacher,
Unionville Montessori Private
School*

Education Builds Belonging

Ross Meadows

Wabanakis First Nation



Ross Meadows is the manager of the BMO branch in Deep River, Ontario, 200 kilometres northwest of the nation's capital.

While Ross is a proud member of the Wabanakis First Nation, for most of his life he hadn't taken any steps toward obtaining his Certificate of Indian Status. "It was something that always lingered in the back of my mind. My family told me every so often that I should apply for my card – but it wasn't a priority for me, so I never got around to it," he says.

That changed, however, in the summer of 2021. "It was Nisitohtamowin that did it for me. I saw how many people at BMO completed the course, as well as the interest from outside the bank. And I realized that this was a big thing," he continues.

BMO's educational initiative and ongoing support inspired me, and made me feel proud of who I am and where I come from.

"I decided then and there that applying for my card was one way of showing that pride." After completing his application, Ross received his card – a testament to the importance of education for every Canadian.



Employment

Atoskewin

As a purpose-driven organization, BMO values diversity, and we make concerted efforts to ensure that our workforce reflects the customers we serve.

We set clear goals, such as having Indigenous employees represent 1.6% of our workforce by 2025. This is higher than the historical trend in Indigenous employment across the Canadian banking sector, and we intend to not only achieve this goal, but to exceed it. During the COVID-19 pandemic, we succeeded in doubling the number of Indigenous hires, which increased the overall representation from 1.1% to 1.35% in 2021.



^
Lynne Groulx, Chief Executive Officer, Native Women's Association of Canada (NWAC) leads a tour of the new NWAC Corporate Headquarters.

Photo by Matthew Liteplo

Doubling Indigenous hires: New career opportunities at BMO

BMO takes an innovative approach to hiring Indigenous talent: we are bringing BMO to talented Indigenous individuals, rather than the other way around. We are doing this by leveraging the new remote work capabilities that developed quickly during the pandemic. This approach enables Indigenous employees who live outside major urban centres to remain in their communities, including on-reserve, while advancing their careers at BMO.

One example of this strategy is the launch of our first on-reserve Technology Employment Hub. This had its origins in 2019, when we initiated a project with Batchewana First Nation, adjacent to Sault Ste. Marie, renting space locally so that our Indigenous employees could continue to work at BMO while remaining on-reserve. In 2020, when the BMO workforce pivoted to remote work arrangements due to the COVID-19 pandemic, we launched a Technology Employment Hub that was completely virtual. It has since expanded from Sault Ste. Marie to Vancouver, and we are continuing to scale the Hub, with a goal of more than doubling its capacity in 2021.

These BMO hiring policies and practices are supported by our strong partnerships with both national and local Indigenous organizations, such as Our Children's Medicine, Plato Testing, NationTalk, AMIK, Indigenous Works, Indigenous Link and others. Through our partnerships with these organizations, we are able to collaborate on initiatives such as a nationwide virtual career fair focused on recruiting Indigenous talent.

First-of-its-kind virtual Indigenous Technology Employment Hub

BMO's first virtual Indigenous Technology Employment Hub was launched in Sault Ste. Marie in 2020. It began with two full-time permanent employees hired as Control Testers – Andy Payette and Kyle Sloss – who work in a fully integrated way with our Toronto-based Technology and Operations team. As our offices and other workplaces re-open after the COVID-19 pandemic subsides, Andy and Kyle will be able to choose to work in the space BMO rents on Batchewana First Nation, enjoying the benefits of employment at BMO without having to leave their families and their community.

As Andy notes, "What made me interested in working at BMO was the opportunity for growth as a tester, as well as the job stability the bank offers. During the lockdown, transitioning to BMO was surprisingly smooth, and overall the work is interesting. I'm enjoying learning new things."

Staying in his community was also an attractive option for Kyle, and it was made possible not only by our Technology Employment Hub, but also by BMO's workplace culture. **"I was supported in getting set up when I first started, and that support has continued,"** Kyle says. "When my children's schools cancel, or when I need an hour to pick up groceries, BMO understands. **I feel that BMO really gets my life and my culture.**" Kyle and Andy's stories demonstrate BMO's commitment to removing barriers and creating opportunities for Indigenous peoples, including those who live outside large urban centres.



Miikana Career Pathways Program:

Strengthening development and retention

At BMO, our approach to hiring is supported by a differentiated development and retention strategy. In 2019, we established the Miikana Career Pathways Program: “Miikana” is the Ojibwe word for “path.” Miikana provides career development support for Indigenous employees at BMO that is tailored to each individual. The program includes both professional and cultural mentorship, sponsorship, network development and one-on-one career coaching and guidance, and is open to new hires and established employees. More than a third of our Indigenous employees are currently enrolled, and we are planning to double the participation rate in the coming year.

We reinforce our commitment to BMO’s Indigenous employees by offering a number of differentiated benefits, including discretionary paid leave of up to five days for traditional Indigenous cultural practices, and resources for managers, including BMO’s *Guide to Hiring and Developing Indigenous Peoples*.

Our approach to hiring, developing and retaining talented Indigenous individuals is unique and results-oriented. We are proud of the progress we were able to make over the course of the COVID-19 pandemic, and we are committed to building on it with our Indigenous community partners in the years to come.

The success of Miikana Career Pathways is measurable. Program participants benefit from:

- Higher rates of promotion and more career advancement opportunities, compared to those not yet enrolled in the program.
- Stronger retention results for Indigenous employees enrolled in the program, compared to employees across the organization.

Supporting Career Advancement

Brenda Freeson

Recruitment Operations Specialist



Brenda Freeson is Métis from Northern Ontario, now living in British Columbia, where she grew up.

She joined BMO as a part-time Customer Service Representative at our Westbank branch in 1999. She has held various roles along her career journey – in locations from Edmonton, Alberta to Chilliwack, British Columbia. In 2018, when her husband passed away after a sudden illness, her life changed almost overnight. She now had to shoulder the responsibility for raising her children entirely on her own.

Brenda enrolled in the Miikana Career Pathways Program, which provided individually tailored career development support. A Senior Talent Advisor reviewed her experience and skill set and introduced her to a Human Resources team looking for a Recruitment Operations Specialist. She fit the role, and although

she was living in British Columbia and HR Operations is based in Toronto, the team was able to arrange for her to work remotely.

Brenda's transition to her new position not only advances her career at BMO, it is also enabling her to balance work and family responsibilities.



Economic Empowerment

Tan solieoei teligenalogsigo

Indigenous Banking: Relationships built on trust and respect

Since it was established in 1992, the Indigenous Banking Unit (IBU) has been focused on improving access to financial products and services, as well as working together with Indigenous communities, businesses and individuals to advance economic self-determination.



^
Roberta Oshkawbewisens,
NWAC Nookamis, Resiliency
Lodge, Gatineau, QC.

Photo by Matthew Liteplo

With nearly 30 years of experience and an understanding gained from working and partnering closely with Indigenous communities, governments, businesses and individuals, the IBU has learned that building relationships based on trust and respect are at the heart of Indigenous banking.

Reflecting this holistic approach to building relationships, **BMO committed in 2020 to double its Indigenous banking business from \$4 billion to \$8 billion by 2025. In 2021, the IBU has already seen its banking business reach \$6.5 billion**, and it expects to meet or even exceed BMO's goal by 2025.

From our On-Reserve Housing Loan programs to the 13 Indigenous BMO bank branches that bring the full range of our personal and commercial banking services right to our customers – as well as our financial literacy programs, which include budget-planning sessions and banking services seminars for both young people and older generations – BMO is making a difference for Indigenous communities.

BMO also contributes to the economic development of Indigenous communities from coast to coast to coast, providing financing for on-reserve infrastructure, cash management solutions for Nation-owned economic development corporations, and trust services and investment management solutions.

The BMO infrastructure financing program has helped build roads, sewers and water treatment facilities in remote Indigenous communities, and our sustainable development projects are creating the foundation for growth and economic development.

Supplier diversity

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BMO is committed to building long-term relationships with diverse suppliers and ensuring that qualified businesses have an equal chance to compete for opportunities to supply our operations. BMO works directly with diverse businesses, and we expect our suppliers to provide similar opportunities within their own supply chains.

We include Indigenous businesses as targeted suppliers in our procurement policies. During the COVID-19 pandemic, we were especially mindful of the need to support Indigenous businesses as a way of mitigating the pandemic's impact on communities already facing systemic social inequities and elevated health risks. In March 2020, for example, BMO bought 25,000 face masks and 10,000 pairs of nitrile gloves from Anish Branding, an Indigenous-owned business based in Ottawa.

Indigenous-owned businesses

BMO is committed to increasing its total spending with Indigenous-owned businesses as part of an overall commitment to supplier diversity. In 2021, we set an internal goal to spend \$10 million annually with certified Indigenous-owned businesses by 2023. We plan to achieve this by expanding our current partnerships with Indigenous suppliers and by bringing new Indigenous-owned businesses onboard. Examples of these businesses include Tato Recruiting, which handles 100% of payroll for BMO's independent contractors in Canada, and Nations Translation, which is responsible for the translation of this report.



Customer Spotlight: Membertou

Egtotem oasogetesimot

Membertou in Cape Breton has flourished and grown over the past three decades under the leadership of Chief Terrance Paul.



^
Clearwater clam boat Anne Risley in the North Atlantic.
Photo courtesy of Clearwater Seafoods

Today, approximately 80% of its income comes from the businesses it owns – enterprises that the Nation has developed over those years.

In January 2021, this success received a significant impulse with a new and unprecedented agreement. Membertou, as part of a Mi'kmaq coalition, teamed up with Premium Brands of British Columbia to buy Clearwater Seafoods – an iconic Canadian company that is also a global leader in the wild shellfish industry. Clearwater has annual sales of approximately \$600 million, and the transaction involved the largest transfer of fishing license ownership in the history of Canada.

BMO is proud to have played a role in closing the deal, which was valued at \$1 billion. Membertou, under Chief Paul's leadership coordinated the participation of six other Mi'kmaq communities to arrange financial support from the First Nations Finance Authority, which resulted in 50% stake, which made them equal partners with Premium Brands. The agreement also provided for the transfer of 100% of Clearwater's Canadian

licenses to the Mi'kmaq Coalition, securing for them a significant, renewable source of income and employment over the long term.

The deal represents the single largest investment in the seafood industry by any Indigenous group in Canada's history. But it also represents an investment in something much greater. As Chief Paul has noted, a significant portion of the income from Clearwater's operations will be devoted to improving education and housing in Mi'kmaq communities.

“One of our greatest pillars in Membertou is the education of our people, all our people... and I feel that this acquisition helps our children to think better about the future, and to feel that they do have a future.”

— Chief Terrance Paul, Membertou

CBC News: How the \$250M Clearwater Seafoods purchase by 7 Mi'kmaq First Nations came to be, by Jack Julian, Feb 18, 2021



Customer Spotlight: Native Women's Association of Canada

Ogo ka-kichi-ayàdjigedjig



Native Women's Association of Canada, Gatineau, QC.

Photo by Matthew Liteplo

As one of the leading Indigenous organizations in the country, the Native Women's Association of Canada (NWAC) has a challenging mandate: to preserve Indigenous culture and advance the well-being of Indigenous peoples, families and communities.

This mandate has led to rapid growth in recent years, from a team of 12 in 2018 to more than 80 just two years later. Managing this growth required finding a new permanent home. NWAC took this major step recently, with BMO playing a supporting role. In 2020, NWAC approached BMO for financing that would enable it to secure a new head office in Gatineau, Quebec. In just over a week, financing from BMO was in place for the purchase of the property.

NWAC was now looking at a completely new future: no longer constrained by rented premises, it was able to undertake long-term planning and programming that would underpin its growing mandate. Central to this mandate is NWAC's **new Social and Economic Innovation Centre, which is scheduled to open in the fall of 2021.**

The Centre will serve as a hub of Indigenous resilience and economic development, with an emphasis on the empowerment of Indigenous women. Along with ample space for offices and meetings, NWAC's new home will feature a library to house documents related to the crisis of missing and murdered Indigenous

women and girls, and will provide gender-specific policy and research, as well as legal and youth advocacy services. The Centre will also serve as a business incubator, delivering cutting-edge training initiatives in entrepreneurship and employment.

The new building will contribute to NWAC's financial stability by hosting an array of revenue-generating activities, including rentals of culturally appropriate meeting rooms; sales of Indigenous artisanal items in a permanent storefront; food sales in a take-out café; hospitality services provided from a new commercial and training kitchen; and delivery of cultural awareness workshops for the business and government sectors.

This financial stability will in turn enable NWAC to provide a wider range of supports to its constituencies, such as its **new Resiliency Lodge. Located on a secluded property in Gatineau, the Lodge was developed in response to the Calls for Justice of the National Inquiry into Missing and Murdered Indigenous Women and Girls.** The Lodge will provide culturally centred healing for women who have experienced trauma and loss, and will feature ceremony and guidance from Indigenous Elders, as well as the work of Indigenous artists. As its new banking partner, BMO is proud to join with NWAC and work to achieve sustainable growth that will support Indigenous women and families nationwide.



Customer Spotlight: Manitoba Métis Federation

Limyerre brakki sué klian



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Left to Right: Danny Menard, VP, Sales Lead, Canadian MM Diversified Industries;
Travis Kirton, Senior Relationship Manager, Agriculture & Agri-Business;
Jeffrey McAulay VP Indigenous Banking.

Photo by Thomas Fricke

Portage and Main in Winnipeg is one of the most famous intersections in Canada, and had been home to BMO's flagship branch in Manitoba's capital since 1913. However, several years ago, despite the building's iconic status and its historic association with the bank, BMO decided that the time had come to sell it. A choice property such as this could command a hefty price on the real estate market, but BMO was not willing to sell it to just anyone. Instead, BMO wanted to find a new owner that would be a steward of the building in a way that honoured its history. And it found one in the Manitoba Métis Federation (MMF).

Long before BMO opened its doors at Portage and Main, the site had embedded itself in the history of Canada, Manitoba and the Métis people. That's because its location at the confluence of the Red and Assiniboine rivers had made it the birthplace of the Métis Nation. It was here that the French and local Indigenous peoples met to trade, and as they intermarried over the generations, they gave rise to a new culture and a new people – the Métis. Louis Riel undoubtedly walked nearby, and he would have passed through here on his way east. For the Métis, securing the building would be an act of important symbolism, signifying the return of the Métis people to their homeland after 150 years of displacement.

At BMO, we embraced this symbolism. As soon as the MMF approached us with its proposal, we knew that we had found the right buyer.

The MMF hoped to turn the building into a Métis Nation Heritage Centre, with offices for the Federation and other cultural groups, and BMO recognized the significance such a development would have for the Métis people: another step on the path to reconciliation. It would also mark the growing partnership between BMO and the Métis Nation, represented by the MMF.

"BMO and Manitoba Métis Federation, as partners in reconciliation, are moving forward together. Reconciliation is about making real change through practical accomplishments. Today's milestone of reconciliation shows the leading role that can be played by the private financial sector."

— David Chartrand, President of the Manitoba Métis Federation

Our partnership continues to flourish, with BMO providing an ever-expanding range of services that are opening up new possibilities for Métis families, communities and businesses. For example, BMO recently launched a mortgage-lending program in support of the Louis Riel Capital Corporation and its new first-time homebuyers' initiative. The program, which will help Métis customers realize the dream of affordable housing, is another significant step that echoes the symbolic homecoming of the Métis people.



Customer Spotlight: Tsuut'ina Nation

Dënë asië náłnı Hëtië bëghą



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Tamara Littlelight, Branch Manager, Greater Calgary Market and
Jermaine Kootenay, Senior Banker, looking out over the Tsuut'ina Trail.
Photo by Daniel Wood

On October 1, 2020, the province of Alberta and the City of Calgary opened a major new section of Alberta Highway 201, "Tsuut'ina Trail." This stretch of highway is a key part of the Calgary Ring Road, and takes its name from Tsuut'ina Nation, which played a critical role by granting access to the land. In doing so, the Nation secured an agreement that will transform its economic future.

Tsuut'ina Trail passes through the Nation's reserve. Recognizing that the project needed its consent to proceed, Tsuut'ina negotiated with the city and the province and reached an agreement that would allow the development, for a payment of \$275 million to benefit the Nation's citizens. The construction of the Calgary Ring Road is one of the largest infrastructure projects in Western Canada, and has provided an unexpected opportunity for Tsuut'ina. BMO has a well-established relationship with the Nation, and we have been partnering with Tsuut'ina on this journey.

The Tsuut'ina people chose to direct a portion of their payment to a trust, which will distribute the funds to citizens on a per capita basis. Tsuut'ina chose BMO to administer the trust and provide ancillary services to the beneficiaries. This includes training in financial literacy,

since an important provision of the trust is that all minors must complete such training before they can receive a payout at the age of majority. BMO is ideally equipped to satisfy this provision, as we have extensive experience in delivering education on the subject of investing and personal financial planning – and we are delighted to have been chosen to do so for our Indigenous partners and customers.

The remaining portion of the payment was set aside for long-term economic planning and growth, and Tsuut'ina Nation is already enjoying the benefits. Its TAZA development, which it undertook in order to persuade businesses to locate on the land adjacent to the highway, has been very successful in attracting both employment and consumers to the Tsuut'ina reserve, helping it build a diversified economic base. Costco is leading the way with a new outlet, and others are following. BMO is also planning to open a new branch, which will provide more job opportunities for the Nation's citizens. We expect to offer our full suite of retail services, such as investment management and daily banking, as well as lending to support home construction and ownership. We are proud of our partnership with Tsuut'ina, which truly embodies economic empowerment.



Social Impact

Le7és w7ecs

Community Giving

BMO's Purpose – to Boldly Grow the Good *in business and life* supports our commitment to social and economic progress for Indigenous peoples, a commitment that reaches beyond economic partnerships. We also engage communities through corporate philanthropy, taking a focused, strategic approach that reinforces our partnerships with Indigenous communities across the country with more than **\$16 million in donations and pledges**. Our initiatives are focused on three broad areas: education, healthcare, and arts and culture.



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BMO employees wear orange shirts at our Williams Lake, BC, branch in recognition of the National Day for Truth and Reconciliation.

Education

BMO has identified education as an area of focus for community giving, and we have made a priority of improving Indigenous representation at post-secondary institutions. We take a multifaceted approach to supporting Indigenous students in their pursuit of post-secondary education, by funding scholarships and internship opportunities, sponsoring university and college initiatives, and supporting innovative campus and workplace recruitment programs. The diversity of

our giving is a reflection of the diverse needs across the country. Some of our multi-year commitments include:

- \$250,000 to First Nations University of Canada, to provide financial assistance and support for Indigenous students during their academic year, including scholarships and bursaries.
- \$1 million to the University of Manitoba, to establish the BMO Financial Group Indigenous Scholarships.
- \$250,000 to the Ted Nolan Foundation, to fund scholarships for Indigenous women pursuing post-secondary education.
- \$1 million to the University of Victoria, to support the creation of the BMO Indigenous Advancement of Cultural Entrepreneurship Catalyst Fund.
- \$1 million to Youth Fusion/Fusion Jeunesse in Montreal, to support the Canadian Indigenous School Engagement Program.

Equity Through Education: Supporting Indigenous students through Indspire

BMO businesses also engage with Indigenous communities and organizations, contributing both financial and in-kind support at the local and national levels. One of the most innovative and noteworthy examples of this engagement is Equity Through Education Trading Day, an annual event sponsored by BMO Capital Markets in which all institutional trading profits on a designated day are donated to charities. In 2020, as part of this event, we donated \$185,000 to Indspire, an Indigenous educational charity, to help fund Indigenous student scholarships nationwide. BMO further supports Indspire with ongoing donations and, since 2013, has allocated \$770,000 to Indspire's Building Brighter Futures program and awards.

Project Māmū

Responding to the evolving needs of Indigenous youth

Another innovative example of BMO's engagement is Project Māmū. The COVID-19 pandemic has significantly reduced access to education for many Indigenous children, especially those in northern or remote communities, who did not have laptops or tablets that would give them access to lessons when schools shifted to online learning.

In response, BMO donated more than 1,250 refurbished and new laptops and tablets to young students across the country, many of them in northern and remote Indigenous communities.

1,250+
laptops and tablets
donated to students



^ BMO-donated tablets provide connectivity at the NWAC Women's Resiliency Lodge. Photo by Matthew Liteplo

^ NWAC Resiliency Lodge premises, Gatineau, QC. Photo by Matthew Liteplo



Community Giving (continued)

Healthcare

BMO recognizes the disparities in access to healthcare that exist between Indigenous and non-Indigenous Canadians, and we seek to address them by focusing on funding healthcare initiatives that make a measurable difference for Indigenous communities and patients. This involves targeting communities with acute needs, promoting culturally sensitive delivery of care and supporting the development of careers for Indigenous healthcare professionals. Some of our multi-year commitments include:

- \$2 million to the St. Paul's Foundation in Vancouver, to support the development of a First Nations Health Authority Chair in Heart Health and Wellness at St. Paul's Hospital.
- \$3 million to Montreal Children's Hospital, in support of Minnie's Hope Social Pediatric Centre, which serves members of the Cree and Inuit communities of Whapmagoostui and Kuujuarapik.

BMO and Inuit Tapiriit Kanatami partner to deliver PPE to Inuit communities

Indigenous communities across Canada have been disproportionately impacted by the COVID-19 pandemic.

Recognizing this disproportionate impact, BMO took action. In the first months of 2021, we contributed nearly 150,000 face masks and 750,000 wipes, along with nearly 2,000 litres of sanitizer, to help supply vulnerable communities. Most of these items were distributed across Inuit Nunangat in partnership with Inuit Tapiriit Kanatami.

BMO has also worked with other Indigenous community leaders and organizations across the country to deliver supplies of PPE to vulnerable First Nations and Métis communities. Our partners have

included the Winnipeg Aboriginal Sport Achievement Centre, First Nations Confederacy of Cultural Education Centres and Yellowquill University College. The strength of our relationships with these Indigenous organizations enabled us to act quickly to address the impact of COVID-19 on Indigenous communities.

"Inuit Tapiriit Kanatami is pleased to make connections between Inuit regions and corporate partners such as BMO that have the means to help our communities. Inuit are especially vulnerable to severe impacts from COVID-19 as a result of long-standing inequalities affecting, among other things, the ability of many Inuit to access clean water for handwashing and adequate housing for isolating, when COVID-19 is suspected or confirmed. We all have a role in addressing these gaps, and I am grateful to the team at BMO for this contribution of personal protective equipment for Inuit regions at this critical time."

— Natan Obed, President, Inuit Tapiriit Kanatami



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BMO Employees preparing shipment of PPE for communities across Inuit Nunangat.

Arts and Culture

BMO supports Indigenous artists and cultural centres across Canada. Our support includes funding for the construction of new cultural centres and community halls on First Nations reserves. Among our multi-year commitments are:

- \$350,000 to the Museum of North Vancouver (MONOVA), in support of its Indigenous programs.
- \$400,000 to the National Arts Centre, to nurture new Indigenous theatre in Ottawa.
- \$1 million to the Winnipeg Art Gallery for its new Inuit Art Centre, and \$250,000 for its first triennial Indigenous art exhibition.
- \$750,000 to Wanuskewin Heritage Park in Saskatoon, to redevelop a site with historical and cultural significance for the Cree, Assiniboine, Saulteaux, Atsina, Dakota and Blackfoot nations.

“An important part of strengthening our cultures and Nations requires that the Skwxwú7mesh and Səlílwətał peoples tell the story of our past, how it’s understood, described, documented, managed and communicated. This support from BMO represents another positive step towards reconciliation between the Skwxwú7mesh, Səlílwətał and North Shore communities.”

— *Chief Janice George and Carleen Thomas, Co-Chairs of the Indigenous Voices Advisory Committee, MONOVA*

We also support Indigenous visual artists through purchases of individual works of art for our corporate art collection. These works are often displayed at our head offices in Toronto, or in regional locations with strong ties to Indigenous communities, as a way of fostering a greater awareness of Indigenous cultures, perspectives and achievements.

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A large array of solar panels is shown in an open field. The panels are tilted and arranged in rows, with a clear blue sky and scattered white clouds in the background. A utility pole is visible in the distance.

34 BMO Indigenous Partnerships and Progress Report 2021

Customer Spotlight:

Kanaka Bar Indian Band

BMO's network of branches serves Indigenous customers both on and off reserve, making our financial products and services accessible in approximately 250 Indigenous communities across the country. A notable example of this is our relationship with Kanaka Bar Indian Band – a little community with a big vision. Located in the Rocky Mountains northeast of Vancouver, Kanaka Bar is also known as "T'eqt'aqtn'mux" or "the crossing place people," and is part of Nlaka'pamux Nation. While fewer than 200 of its members make their home on its reserve, Kanaka Bar has one big advantage that is the envy of much larger communities in British Columbia and beyond: an exceptional degree of self-sufficiency in food and energy.

Inspired by a shared vision of sustainable development and economic independence, the people of Kanaka Bar, under the leadership of Chief Patrick Michell, have undertaken a series of bold projects that are intended to harness the power of the land for their long-term benefit. The most

significant of these are Kanaka Bar's green energy initiatives. The community enjoys clean, renewable energy, which is supplied by two vertical-axis wind turbines on the reserve, supplemented by 12 separate solar-power systems and a 49.9 megawatt run-of-river hydroelectric plant operated in partnership with Innergex Renewable Energy of Quebec. The plant also delivers green energy to the province's electricity grid, providing Kanaka Bar with a long-term, stable source of revenue. In addition, the community has a commercial greenhouse that provides fresh, sustainable produce, and recently built an apiary, allowing residents to enjoy their own locally cultivated honey.

BMO is proud to have played a part in the community's journey to self-sufficiency by providing infrastructure loans and lines of credit to support its green initiatives, and we are looking forward to continuing our partnership – which we believe is a model for the rest of the country.



Progressive Aboriginal Relations

BMO receives Gold level certification

There are many measures of BMO's engagement with Indigenous customers, businesses and partners, but the one that we are most proud of is measured by the Canadian Council for Aboriginal Business (CCAB). CCAB has a Progressive Aboriginal Relations (PAR) program that benchmarks the performance of Canadian companies on a range of measures related to Indigenous peoples. Specifically, it evaluates companies in the areas of leadership actions, employment, business development, and community relationships. The PAR program identifies those companies that stand out as good business partners, great places to work, and partners for progress in Indigenous communities.

PAR is a very useful indicator for Indigenous communities. They can be confident that a certified company has undergone a lengthy evaluation process conducted by independent Indigenous verifiers.

BMO's commitment to the PAR program and to the progress of Indigenous communities is recognized by CCAB. Awarded Gold level certification, the highest level of certification starting in 2003 and most recently in 2020, BMO is the only bank to achieve Gold level status for six consecutive three-year terms – a signal to Indigenous customers, businesses, communities and prospective employees about the strength of BMO's commitment to progress for Indigenous communities.

BMO is the only bank to achieve Gold level status for six consecutive three-year terms.

Since the program's introduction in 2001, PAR remains the premier corporate social responsibility program with an emphasis on Indigenous relations.

PAR's certification program provides a high level of assurance to communities because the designation is supported by independent and third-party verification of company reports. The final award is determined by an independent jury comprised of Indigenous business people.

**Progressive
Aboriginal
RELATIONS**

**GOLD
LEVEL**

Canadian Council for
Aboriginal Business



Message from the Canadian Council for Aboriginal Business

Tabatha Bull

President & CEO,
Canadian Council for Aboriginal Business



Indigenous businesses and communities play a vital role in the future of the Canadian economy. Each year, our organization helps companies benchmark their performance as it relates to best practices and progressive Indigenous relations with a continued focus on achieving excellence and improvement.

This year, we are pleased to recognize BMO Financial Group with Gold level standing in the Progressive Aboriginal Relations (PAR) program for their approach to the Indigenous market and for understanding the business case for a diverse and equitable workforce and a supportive workplace. This marks the sixth consecutive time that BMO has achieved this level – an incredible achievement.

Companies that receive this recognition from CCAB signal to communities that they are good business partners, great places to work and committed to prosperity within Indigenous communities.

We congratulate BMO on this recognition and for demonstrating leadership through its work in financial literacy, skills development, and assistance with building relationships with key leaders in Indigenous communities. In recent years, Indigenous communities have received access to unprecedented financial resources and BMO has been an integral part of this transformation.

On behalf of the whole team at CCAB, “Well done BMO!”



Tribute to Stephen Fay

Head, Indigenous Banking

Aiyana'kowa



Stephen Fay has been the face of our Indigenous Banking Unit (IBU) for more than two decades. An admired colleague, trusted banker and stalwart friend of Indigenous community leaders and members across Canada, Steve has guided the IBU along its path to success – all the way to the leading market position it enjoys today.

This year he begins a new chapter in his life: a well-deserved retirement, after a career that has spanned four decades.

Steve began working for BMO in 1980, as a retail branch manager in Collingwood, Ontario, and then moved into commercial banking. In 2000, he was recruited to our growing Indigenous Banking Unit. Even though he had little experience with Indigenous banking, he was identified by Ron Jamieson, head of the Unit at the time, as someone with the right combination of intelligence, humility and a willingness to learn – attributes that were necessary for building long-standing relationships with people who have a history of being underserved by Canada's financial institutions. And Steve took to his new position like a fish to water.

Along with his natural ease with people, Steve has a profound capacity for listening. He also has a deep love of travel and the outdoors, all of which made him the ideal person to travel tirelessly across the country, reaching out to Indigenous communities and learning about their cultures, perspectives and needs. His office in Toronto features a wall-size map of Canada that marks the communities he has visited, as far west as Vancouver Island, as far east as Labrador, and as far north as Yellowknife. He has travelled by car, plane and boat. And in his travels, he has made it his mission to learn. Steve has always approached his role with a sense of humility, recognizing that his success hinged on his willingness to empathize and seek to understand the perspectives of people with backgrounds very different from his own – but with whom he could also find much in common.

Steve did just that, and the growth of Indigenous banking at BMO is proof of his accomplishments. From its modest beginnings, the Unit has become a partner with Indigenous peoples, financing power generation, fishing, telecommunications, lumber, construction, pipelines, agriculture and infrastructure, as well as providing deposit and lending, home financing, investment management, private wealth management and trust services – in other words, a partner in the widest possible range of economic activities, across the country's Indigenous communities. Steve helped make that possible with his ongoing dedication to building relationships and his numerous milestone achievements, which include: shepherding several iterations of the Indigenous Lending Directive to arrive at the solid Financing Guideline we use today; creating a business strategy based on a "One Bank" go-to-market approach; and supporting the First Nations Market Housing Fund, which has raised the level of home ownership on reserve. Since he became head of the unit in 2000, BMO's annual Indigenous banking business has risen from \$500 million to \$6.5 billion in 2021.

Under Steve's leadership, BMO has been awarded six consecutive Gold level certifications in Progressive Aboriginal Relations from the Canadian Council of Aboriginal Business for nearly two decades – almost the entire length of his tenure as Head of Indigenous Banking. This is an enduring testament to Steve's legacy, and as we move forward with the initiatives he supported along the way – from recruiting talented Indigenous individuals to educating our employees and stakeholders about the history and cultures of Indigenous peoples in Canada – we will honour that legacy. It is our way of acknowledging Steve's deep commitment to truth and reconciliation.

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Photo by Daniel Wood

"A man of character and collaboration, Stephen worked closely with Membertou to ensure our financial goals, economic position and strategic planning for the future could become a reality. Stephen, you're a valued friend to us, and retiring from your role at BMO won't change that. We reflect with fond memories on our work together; from high-level advising to important events, thank you for your continuous support. Wishing you the best in your retirement."

— *Chief Terrance Paul, Membertou*



About BMO

Purpose-driven and future-focused

BMO is a diversified North American financial services provider with a clear strategy for driving long-term growth. Anchored by superior risk management and powered by industry-leading customer loyalty, we create sustainable value for our shareholders through three operating groups: Personal and Commercial Banking, BMO Capital Markets and BMO Wealth Management. We're a digitally driven bank, supporting individuals, families, businesses, institutional clients and communities with the tools and advice they need to move ahead – delivered in a way that's distinctly BMO.

We know our own growth helps fuel a more inclusive and growing economy. That's why we work alongside BMO's diverse stakeholders to advance and accelerate positive change, united in the belief that success can and must be mutual – and confident that even when the future seems uncertain, our values will guide us.

Everything we do is underpinned by our deep sense of Purpose, which we sum up in a simple statement: *Boldly Grow the Good in business and life*. At our core, we're led by BMO's customers – all 12 million of them. Within our integrated businesses and across a fast-paced world, it's the people and organizations we work with every day who keep us agile in responding to change – and in helping to create it.

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NWAC Resiliency Lodge
premises, Gatineau, QC.
Photo by Matthew Liteplo

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"Stolen Spirit" by artist
Jessica Somers. NWAC Resiliency
Lodge premises, Gatineau, QC.
Photo by Matthew Liteplo



"Stolen Spirit"
Jessica Somers

Learn more about BMO's commitments
to Indigenous customers, colleagues
and communities:

bmo.com/indigenous-commitments

