

BMO's 2019 Operational Efficiency Report

BMO's annual operational efficiency report provides a holistic view of the environmental indicators we use to guide us in the implementation of our operational efficiency strategy to achieve continual improvement and meet our publicly-stated targets.

Environmental indicators are calculated for BMO's fiscal year and using the operational control approach defined by the Greenhouse Gas (GHG) Protocol.

Additional information including BMO's energy consumption and detail on the sources of emissions and calculation methodology can be found in our annual submission to the CDP Climate Change Questionnaire, available on our [website](#).

Indicator	Unit of measure	2019	2018	2017	2016	Target	Progress
Activity Data (enterprise-wide)							
Employees	FTE	45,513	45,454	45,200	45,234		
Occupied building space	m ²	1,726,460	1,679,350	1,709,439	1,750,838		
Energy Consumption (enterprise-wide)							
Fuels ¹	MWh	206,682	216,548	190,235	186,936		
Electricity and steam	MWh	407,410	396,464	396,747	414,521		
Renewable energy certificates (RECs) purchased	MWh	406,079	149,199	158,749	115,138		
Electricity from renewable sources	% of electricity consumed	100%	39%	41%	28%	100% by 2020	Achieved

¹Includes natural gas, heating oil, propane and diesel used to heat our buildings, and fuel used in company-owned vehicles.

²An independent third-party has provided reasonable assurance on BMO's Scope 1, 2 and some Scope 3 emissions. The verification statement can be found on our [website](#).

Indicator	Unit of measure	2019	2018	2017	2016	Target	Progress
Greenhouse Gas Emissions (enterprise-wide)²							
Scope 1 emissions	tonnes CO ₂ e	45,672	42,883	38,065	37,837		
Scope 2 emissions	tonnes CO ₂ e	90,457	99,062	103,350	115,334		
Scope 3 category 5 emissions from waste sent to landfill	tonnes CO ₂ e	530	1,227	1,167	1,401		
Scope 3 category 6 emissions from business travel	tonnes CO ₂ e	24,655	20,164	20,667	20,696		
Total GHG emissions	tonnes CO₂e	161,314	163,336	163,249	175,268	15% reduction by 2021 vs. 2016	On track – 8.7% reduction since 2016
GHG intensity (Scope 1+2)	tonnes CO ₂ e / FTE	2.99	3.12	3.13	3.39		
Carbon credits retired	tonnes CO ₂ e	71,401	74,180	67,775	115,715		
GHG reductions from RECs	tonnes CO ₂ e	89,913	89,156	95,474	59,553		
Net GHG emissions	tonnes CO₂e	0	0	0	0	Carbon neutral	Achieved
Water Consumption (North America only)³							
Water consumption	m ³	727,878	729,717	768,111	805,813		
Water intensity	m ³ /1,000 m ²	712.2	731.5	728.3	744.7	8% by 2021 vs. 2016	On track – 4.4% reduction since 2016
Waste Management (North America only)⁴							
Waste generated – landfill	tonnes	1,492	876	833	985		
Waste generated – recycled	tonnes	3,564	3,725	3,151	3,233		

²An independent third-party has provided reasonable assurance on BMO's Scope 1, 2 and some Scope 3 emissions. The verification statement can be found on our [website](#).

³Includes water consumption for facilities where the data is available. For FY2019, water data covers approximately 59.2% of our total occupied building space, in square metres.

⁴Includes office paper recycled, technology assets recycled/reused, and waste from major buildings and facilities where audits have been conducted. For FY2019, waste data covers approximately 21.1% of our total occupied building space, in square metres.