

BMO's 2021 Operational Efficiency Report

BMO's annual operational efficiency report provides 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 ending October 31, 2020 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](#).

Due to COVID-19, most of our employees were working from home in 2020 and our real estate was not fully occupied. This is reflected in our 2020 environmental data below.

Indicator	Unit of measure	2020	2019	2018	2017	Target	Progress
Activity Data (enterprise-wide)							
Employees	FTE	43,360	45,513	45,454	45,200		
Occupied building space	m ²	1,667,616	1,726,460	1,679,350	1,709,439		
Energy Consumption (enterprise-wide)							
Fuels ¹	MWh	164,117	206,682	216,548	190,235		
Electricity and steam	MWh	327,607	407,410	396,464	396,747		
Renewable energy certificates (RECs) purchased	MWh	326,446	406,079	149,199	158,749		
Electricity from renewable sources	% of electricity consumed	100%	100%	39%	41%	100% by 2021	Achieved

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

Indicator	Unit of measure	2020	2019	2018	2017	Target	Progress
Greenhouse Gas Emissions (enterprise-wide)²							
Scope 1 emissions	tonnes CO ₂ e	31,621	45,672	42,883	38,065	30% reduction by 2030 vs. 2019	31% reduction since 2019 ³
Scope 2 emissions	tonnes CO ₂ e	62,661	90,457	99,062	103,350	30% reduction by 2030 vs. 2019	31% reduction since 2019 ³
Scope 3 category 5 emissions from waste sent to landfill	tonnes CO ₂ e	676	92	1,227	1,167		
Scope 3 category 6 emissions from business travel	tonnes CO ₂ e	7,778	24,655	20,164	20,667		
Total GHG emissions	tonnes CO₂e	102,736	161,314	163,336	163,249		
GHG intensity (Scope 1+2)	tonnes CO ₂ e / FTE	2.17	2.99	3.12	3.13		
Carbon credits retired	tonnes CO ₂ e	40,317	71,401	74,180	67,775		
GHG reductions from RECs	tonnes CO ₂ e	62,419	89,913	89,156	95,474		
Net GHG emissions	tonnes CO₂e	0	0	0	0	Carbon neutral	Achieved
Waste Management (North America only)⁴							
Waste generated – landfill	tonnes	483	1,492	876	833		
Waste generated – recycled	tonnes	1,598	3,564	3,725	3,151		

Indicator	Unit of measure	2020	2019	2018	2017	2016	Target	Progress
Water Consumption (North America only)⁵								
Water consumption	m ³	425,541	727,878	729,717	768,111	805,813		
Water intensity	m ³ /1,000 m ²	412.9	712.2	731.5	728.3	744.7	8% by 2021 vs. 2016	44.55% reduction since 2016

² An 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](#).

³ In 2021, BMO set a new target to reduce operational GHG emissions by 30% by 2030 versus a 2019 baseline using science-based approaches. In 2020, we saw emissions reduction that surpassed the 2030 target, largely attributable to COVID-19 related remote working conditions and travel restrictions. Return to office and increased travel could increase emissions in future years but the overall emissions reduction goal from the 2019 baseline will continue to be pursued.

⁴ Includes office paper recycled, technology assets recycled/reused, and waste from major buildings and facilities where audits have been conducted. For FY2020, waste data covers approximately 22.4% of our total occupied building space, in square metres.

⁵ Includes water consumption for facilities where the data is available. For FY2020, water data covers approximately 61.8% of our total occupied building space, in square metres.

