

# BMO Financial Group

## Energy Efficiency

### ABOUT BMO FINANCIAL GROUP

Established in 1817 as Bank of Montreal, BMO Financial Group (TSX, NYSE: BMO) is a highly diversified financial services organization. With total assets of \$412 billion as of October 31, 2010, and 38,000 employees, BMO provides a broad range of retail banking, wealth management and investment banking products and solutions. BMO serves Canadian clients through BMO Bank of Montreal®, their personal and commercial banking business, BMO Nesbitt Burns®, one of Canada's leading wealth management firms, and BMO Capital Markets™, their North American investment and corporate banking division.



*BMOility Pilot Project Office,  
11th Floor*

### LOCATION

**ADDRESS:** Bank of Montreal Tower, Manulife Centre, 55 Bloor Street West, Toronto, ON

**PHONE:** 1-877-CALL-BMO

**WEBSITE:** [www.bmo.com](http://www.bmo.com)

### ENERGY EFFICIENCY – RETROFIT GENERAL

Completed in 2010, the “BMOility” office space on the 11th floor of 55 Bloor Street West houses 160 employees from BMO’s Corporate Real Estate and Procurement & Strategic Sourcing teams. One hundred of these employees are considered mobile, which allows them to work remotely and share workspaces. This initiative has reduced BMO’s occupied office space from 28,512 to 17,500 square feet. There are currently five satellite locations, also known as BMOility touchdown locations, situated in existing BMO offices in the GTA where employees can work remotely.

From the beginning, innovative communications technology has played a pivotal role in the program. The BMOility pilot office features a wireless network, flat-panel screens in meeting rooms, VoIP “follow-me” functionality phones, and the use of Office Communicator, which enables multiple modes of communication including instant messaging, presence, desktop sharing, and web conferencing. Mobile employees are equipped with a suite of tools to successfully support their mobility, including an online reservation system to reserve workstations on the 11th floor of the 55 Bloor Street West location and at the touchdown locations.

BMOility was also designed to focus on cost savings. The mobile office occupies 40 per cent less real estate than before and increases operational efficiencies. The modular, multi-purpose furniture allows work stations to be easily moved or rearranged to accommodate growth. When BMO redesigned their office and touchdown locations, some best practices from LEED (Leadership in Energy and Environmental Design) were adopted. These include motion sensor lighting, recycled building materials, and a shift toward paperless work practices. Since the office redesign, BMO has seen a minimum 10 per cent reduction in cost per full time employee, which translates to \$30 million in annual cost avoidance.

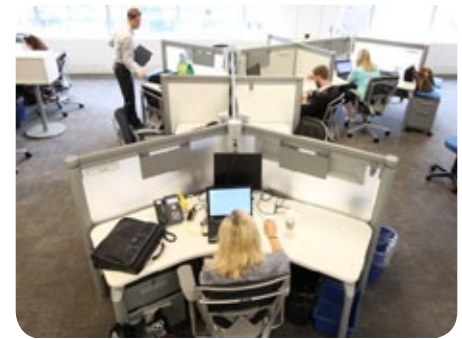
Employees at hotelling work stations and dedicated work stations now enjoy more natural light through the open space office design and use of glass. In addition, the open desk configurations enable more collaboration in the workplace. Other amenities include: a café, a coffee bar, a soft-seated lounge, a library, and an open lobby and reception area. Employees also benefit by working from a touchdown location closer to home, which means they spend less time commuting.



*Reception and Common Gathering Area for Employees*

Michael Thornburrow, Senior Vice-President, Corporate Real Estate and Strategic Sourcing, said, “BMOility has succeeded in improving the effectiveness of the workplace, increasing employee satisfaction and reducing occupancy cost. Not every work group is a candidate for this office space model, but you will see many features of this new design deployed in all future workplace projects – specifically the access to natural light, deployment of new communication technologies, collaboration tools, BMO branding and environmental sustainability.”

The BMOility pilot project has been running for over a year now. In order to ensure a positive experience for employees and to reinforce BMO’s philosophy of “Our most valuable assets are our people”, a pulse check survey was administered four months into the pilot project; 85 per cent of employees said they would choose BMOility over the former way of working. In an employee survey conducted in 2009, a large number of employees indicated that they spent less than 25 per cent of their time collaborating with colleagues. The pulse check survey showed significant changes in the amount of time employees spend collaborating, with almost half of surveyed employees indicating that they now spend more than 50 per cent of their time collaborating with colleagues.



*Sample Workstation Layout for Mobile Employees*

## **SUSTAINABILITY AND CARBON NEUTRALITY**

BMO’s office redesign ties in with their environmental goal to be a leader in sustainability by reducing energy consumption, cutting emissions, and minimizing waste. In 2008, BMO set an ambitious goal to achieve carbon neutrality within two years. They stepped up their efforts to further reduce energy consumption and emissions from their buildings and business travel

worldwide. In 2010, BMO reached their target and is now proudly carbon neutral relative to energy consumption in real estate facilities and travel by employees for business purposes. The greenhouse gas emission reductions achieved through the BMObility pilot were approximately 100 tonnes CO<sub>2</sub>e per year.

## OVERCOMING CHALLENGES AND REALIZING SAVINGS

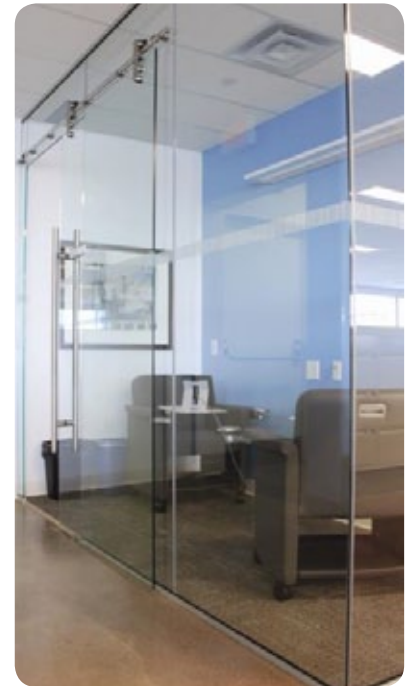
The BMObility project initially encountered some challenges, including: perceived loss of privacy in open environment and loss of permanent workspace, communicating with colleagues while working remotely, and managing employees situated in various locations.

Clarity in communications and employee feedback smoothed the employees' transition to the new working environment. A variety of interactive communication tools and training techniques were used, including online employee training and instructional webcasts, lunch and learns, town halls, people manager training, focus groups, and the establishment of a People Change Committee with change ambassadors. An online BMObility Employee Portal featuring an employee blog for sharing ideas and perspectives was also developed.

As noted above, technology solutions such as wireless networks and Microsoft Office Communicator have been instrumental to the success of the BMObility program. In addition, each mobile employee was assigned a locker, one lateral filing drawer, a laptop, a BlackBerry, and a Virtual Private Network (secure ID) token ring.

BMO expects that their redesigned office will accommodate future growth and continue to increase productivity. According to Mr. Thornburrow: "We believe that BMObility will help drive a high performance culture. By providing employees and managers with a better work-life balance, improved productivity, and time savings, they'll spend less time commuting, which will allow for more time with business partners."

Thornburrow also notes, "BMO will also save on real estate costs, and we'll decrease our environmental footprint by reducing the office space for Corporate Real Estate and Procurement & Strategic Sourcing at Bank of Montreal Tower, Toronto (BMTT) by almost 40 per cent. BMObility is a win-win situation for everyone."



*Enclave for Employee Use and Confidential Discussions*

Partners in Project Green delivers programming that helps businesses around Toronto Pearson to reduce energy and resource costs, uncover new business opportunities, and address everyday operational challenges in a green and cost effective manner.

[www.partnersinprojectgreen.com](http://www.partnersinprojectgreen.com)