



Today
put a little

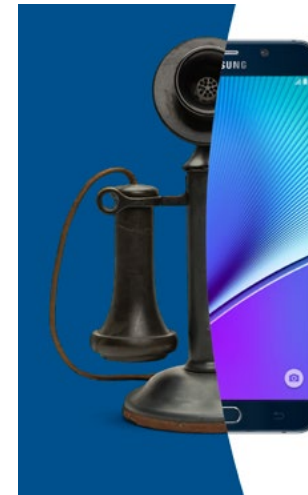
into somebody's

day

BCE Inc. 2015 Corporate Responsibility Report

Alexander Graham Bell was looking for a new way for people to connect across distances. Little did he know his invention would change the world.

What Bell started has transformed the way people interact with each other and the information they need to enrich their lives. As the Canadian steward of Bell's legacy, BCE is committed to deliver those benefits in the most responsible manner possible.



BCE at a glance

TEAM MEMBERS

Bell named one of Canada's Top Employers

82% of employees are proud to work for Bell

Bell increased investment in training by 8% per employee

Bell made a voluntary \$250 million contribution to solidify pension plan

Reduced lost-time accidents by 41% for construction teams building new networks

82%

8%

\$250M

41%

CUSTOMERS

Highly efficient self-serve options used 160 million times by customers

Bell became #1 TV provider in Canada with 2.7 million subscribers

Provided 2-hour appointment windows to 600,000 Bell Fibe customers

Extended retail network leadership, adding Glentel outlets to bring total to more than 2,500 across the country

Broadband fibre and wireless networks – including largest Gigabit Fibe and 4G LTE wireless – earn #1 ranking in Canada

160M

2.7M

600,000

2,500

No. 1

COMMUNITY

Bell Let's Talk commitment at \$79.9 million; extended 5 years with new objective of at least \$100 million

450,000 people have received help through programs funded by Bell Let's Talk

Team members totalled 361,000 volunteer hours, including 100,000 from Bell Pioneers retirees

14,100 kids started the school year with new backpacks full of supplies thanks to employee efforts

Bell Canada donated 11,315 used computers and 511 printers to schools

\$79.9M

450,000

361,000

14,100

11,315

ENVIRONMENT

Bell Blue Box program diverted 210,000 phones from landfill in 2015

Reduced carbon footprint by deploying 1,200 new, more efficient fleet vehicles

Generated 450,000 kWh of renewable energy from solar and wind power sources, saving 110,000 litres of diesel fuel consumption

By cutting electricity use, fuel consumption and travel, Bell avoided release of 54 kilotonnes of CO₂ equivalent since 2008

Earned renewal of ISO 14001 certification for our environmental management system. Bell was first Canadian telecom to be so certified

210,000

1,200

110,000 L

54 kt

ISO 14001

ECONOMY

Invested \$3.6 billion to deploy broadband networks, creating 4,500 jobs within Bell and our suppliers

87% increase in dividend per common share since the fourth quarter of 2008

Invested \$546 million in research and development, Bell is top ranked communications company for R&D spending

Supported Canadian content with \$1 billion in investments

Generated a \$22 billion contribution to the national economy, including \$4.4 billion paid in wages and benefits

\$3.6B

87%

\$546M

\$1B

\$22B

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One of Canada's most innovative companies, Bell builds on the values of our team members to help Canada and Canadians grow responsibly. We are committed to minimize our impact on the natural environment, invest in the communities we serve and maximize our impact on the national economy, at all times adhering to the high ethical standards that have guided all our actions for 136 years.

Committed to a sustainable future of innovation and service

Bell moves into our 136th year as the renewed leader in Canadian communications. Building on our proud legacy of service to Canadians since 1880, Bell is one of the nation's largest employers, the builder of its modern broadband infrastructure, and a responsible contributor to our communities across every province and territory.

In our latest Corporate Responsibility Report, we explain the technology, service, governance, environmental, people, workplace and community investment initiatives that have made our company a responsibility leader in Canada and indeed the world.

Bell delivers value for all our stakeholders – customers, shareholders, team members and communities – with a strategy of transformational investment in world-class networks and service innovation, executed with a focus on efficiency, long-term sustainability and the highest standards of corporate governance and ethical business conduct.

Our goal is clear – for Bell to be recognized by customers as Canada's leading communications company – and our team is executing 6 Strategic Imperatives to achieve it:

- [Invest in broadband networks and services](#)
- [Accelerate wireless](#)
- [Leverage wireline momentum](#)
- [Expand media leadership](#)
- [Improve customer service](#)
- [Achieve a competitive cost structure](#)

Our business is built on our networks, and Bell invests more in Canadian communications infrastructure, service improvements, and research & development than any other company. Providing consumers and business customers with access to the latest broadband technology, we connect Canadians everywhere while ensuring that our country always remains competitive at a global level.

We're breaking new ground in the communications growth services that Canadians value most – wireless, TV, high-speed Internet, and media. Our award-winning networks and superior products such as Fibe TV, Gigabit Fibe Internet and mobile LTE, combined with a better service experience at every level, are driving customer satisfaction rates higher and strengthening Bell's position as the competitive leader in every segment of the communications marketplace.



Bell invests more in Canadian communications infrastructure and service improvements than any other provider.

Bell delivers Canada's best communications networks and services with a dedication to sustainability. Because corporate responsibility is tightly linked to Bell's overall strategy, we continue to enhance our leadership through participation in the key organizations guiding sustainability practices, including the [Global eSustainability Initiative](#) and the [United Nations Global Compact](#).

The first telecom company in Canada to be certified to the ISO 14001 environmental standard, Bell was again in 2016 named to Newsweek's list of the world's greenest publicly traded companies. We were also ranked in the Maclean's/L'actualité/Sustainalytics list of the Top 50 Socially Responsible Corporations in Canada, and Corporate Knights named Bell one of the Best 50 Corporate Citizens in Canada.

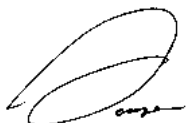
Using a variety of energy-saving strategies in our networks, IT infrastructure, office buildings and data centres, Bell has reduced electrical consumption across the organization while improving fuel efficiency through the modernization of our service fleet.

Bell's services are backed by a national team of almost 50,000 people working in every province and territory of Canada. Our commitment to workplace mental health, career development opportunities, and a comprehensive benefits program earned Bell recognition as one of Canada's Top 100 employers in 2016 and a Top Employer in our headquarters city of Montréal for the fourth year in a row.

One of the world's leading community investment initiatives, Bell Let's Talk is increasing engagement in the mental health movement across Canada with increasing awareness, acceptance, and action. More than 4 in 5 Canadians, and 9 out of 10 young people believe Canada has made significant progress in mental health in the 5 years since the launch of Bell Let's Talk.

In 2015, we extended the Bell Let's Talk initiative to 2020 with a commitment of at least \$100 million for Canadian mental health programs. Bell Let's Talk was also honoured with several recent awards, including the Workplace Benefits Award for Mental Health from Benefits Canada.

My thanks go out to every member of the Bell team for contributing to our great company's growing success in a competitive and fast-changing marketplace. Inspired by our proud legacy of leadership and dedicated to leading the way forward with the next-generation of broadband communications, we will continue to deliver for all our stakeholders with a passion for leadership and a dedication to responsible and sustainable growth.



George A. Cope

President and Chief Executive Officer
BCE Inc. and Bell Canada

Bell's services are backed by a national team of almost 50,000 highly engaged team members across Canada.

About this report

This report, together with the information and documents available in the Responsibility section of [BCE's website](#), summarizes how Bell's 2015 corporate responsibility (CR) performance measured up to the values of our employees, the expectations of Canadians and the standards of third-party global organizations. Bell reports based on the G4 guidelines of the Global Reporting Initiative ([GRI](#)) at a core level and adheres to the principles of the United Nations Global Compact ([UNGC](#)). This report describes actions we have taken to implement these guidelines and principles, and serves as our Communication on Progress (COP), as required for all companies that endorse the UNGC.

TARGET AUDIENCES

This report provides information relevant to BCE team members, customers, the community, governments, civil society/NGOs (non-governmental organizations), investors and rating agencies.

FORMAT

As part of our objective to reduce our carbon footprint, since 2007 our annual Corporate Responsibility Report has been available online only. It is designed to be accessible and easily read on a standard computer screen and most screen readers used by the visually impaired. A two-page highlights document is also available on [BCE.ca](#).

ORGANIZATIONAL BOUNDARIES

This report covers, unless otherwise specified, the period from January 1, 2015 to December 31, 2015. Unless otherwise stated, data are valid as at December 31, 2015. This report contains data about the BCE group of companies, which is referred to collectively in this report as "BCE", "Bell", "Bell Canada", "we", "us", "our" or "company". In this report, Bell Aliant means, as the context may require, until December 31, 2014, either Bell Aliant Inc. or, collectively, Bell Aliant Inc., its subsidiaries and associates, or after December 31, 2014 and up to, and including, June 30, 2015, either Bell Aliant Regional Communications Inc. or, collectively, Bell Aliant Regional Communications Inc., its subsidiaries and associates, or after June 30, 2015 the Bell Aliant brand. For more details, see [page 10](#) of this report.

MAJOR CHANGES SINCE LAST REPORT

We periodically acquire or sell businesses in line with corporate strategy; we also undertake ongoing year-over-year modifications in our reporting processes and procedures to continuously improve our CR reporting processes and controls.

On October 31, 2014, BCE completed the privatization of Bell Aliant Inc. We have included its results in those of our Bell Wireless and Bell Wireline segments beginning January 1, 2015. Since that time, our reportable segments are Bell Wireless, Bell Wireline and Bell Media.

As appropriate to maintain or improve the accuracy or comparability of data and performance trends between years, and/or where any variance in prior years' data has been identified, we restate that data in this report.

CONTENT

This report focuses mainly on the corporate responsibility issues that are of greatest importance to our stakeholders and have a major influence on our business success. The [Responsibility section of our website](#) presents general information on related programs, provides access to specific policies and includes an index that directs readers to relevant [GRI indicators](#) and [UNGC](#) principles. For more details on how we determine report content, see the Corporate Responsibility Issues and Our Business section on [page 12](#) of this report.

DATA COLLECTION AND VALIDATION

Every effort was made to ensure that all content is accurate and authenticated by internal subject matter experts (SMEs) across the company who collected, verified and submitted the data to the Corporate Responsibility and Environment team, and documented the sources of information and how results were obtained.

In many cases, these data are collected through our ISO 14001-certified management system. Team members who manage that system are accountable for the quality of the data through their performance evaluation, which affects their compensation. We engaged PricewaterhouseCoopers to verify most of the performance data in the KPI table (see [pages 19](#) and [20](#)). This verification statement is available on our [website](#).

We round all figures to the closest full integer in our reporting, unless otherwise specified, and all data are in international units.

Where available, we include comparative historical data to demonstrate trends. Some historical data have been restated due to mergers and acquisitions, changes in calculation methodologies to improve accuracy, or to correct previous errors in recording or calculating data.

CAUTION CONCERNING FORWARD-LOOKING STATEMENTS

Certain statements made in this report are forward-looking statements. These statements include, but are not limited to, statements relating to our business outlook, objectives, plans and strategic priorities, including, in particular, our corporate responsibility and sustainability objectives (which include, without limitation, our objectives concerning reductions in the level of our greenhouse gas emissions, the achievement of electricity consumption savings, remaining a leader in corporate governance and ethical business conduct, and improving our responsible procurement program), our network deployment plans, the value of capital investments expected to be made by Bell Canada including, in particular, from 2015 to the end of 2020, and other statements that are not historical facts. Forward-looking statements are typically identified by the words assumption, goal, guidance, objective, outlook, project, strategy, target and other similar expressions or future or conditional verbs such as aim, anticipate, believe, could, expect, intend, may, plan, seek, should, strive and will. All such forward-looking statements are made pursuant to the 'safe harbour' provisions of applicable Canadian securities laws and of the United States *Private Securities Litigation Reform Act of 1995*.

Forward-looking statements, by their very nature, are subject to inherent risks and uncertainties and are based on several assumptions, both general and specific, which give rise to the possibility that actual results or events could differ materially from our expectations expressed in, or implied by, such forward-looking statements and that our business

outlook, objectives, plans and strategic priorities may not be achieved. As a result, we cannot guarantee that any forward-looking statement will materialize and we caution you against relying on any of these forward-looking statements. Refer to BCE's 2015 Annual MD&A dated March 3, 2016 (included in the BCE 2015 Annual Report), BCE's 2016 First Quarter MD&A dated April 27, 2016 and BCE's news release dated April 28, 2016 announcing its 2016 first quarter results, filed by BCE with the Canadian provincial securities regulatory authorities (available at Sedar.com) and with the U.S. Securities and Exchange Commission (available at SEC.gov), for a description of certain risks and assumptions that could cause actual results or events to differ materially from our expectations expressed in, or implied by, forward-looking statements contained in this report. These documents are also available at BCE.ca.

The forward-looking statements contained in this report describe our expectations as of June 17, 2016 and, accordingly, are subject to change after such date. Except as may be required by Canadian securities laws, we do not undertake any obligation to update or revise any forward-looking statements contained in this report, whether as a result of new information, future events or otherwise. Except as otherwise indicated by BCE, forward-looking statements do not reflect the potential impact of any special items or of any dispositions, monetizations, mergers, acquisitions, other business combinations or other transactions that may be announced or that may occur after June 17, 2016. The financial impact of these transactions and special items can be complex and depends on the facts particular to each of them.

We therefore cannot describe the expected impact in a meaningful way or in the same way we present known risks affecting our business.

Forward-looking statements are presented in this report for the purpose of assisting readers in understanding, in particular, certain key elements of our corporate responsibility and sustainability objectives, and in obtaining a better understanding of our anticipated operating environment. Readers are cautioned that such information may not be appropriate for other purposes. The value of capital investments expected to be made by Bell Canada from 2015 to the end of 2020 assumes that capital investments will continue at current levels. However, there can be no assurance that such investment levels will be maintained with the result that the value of actual capital investments made by Bell Canada during such period, or any other period referred to in this report, could materially differ from current expectations.

Who we are



Canada's
communications
leader...

...for
136 years

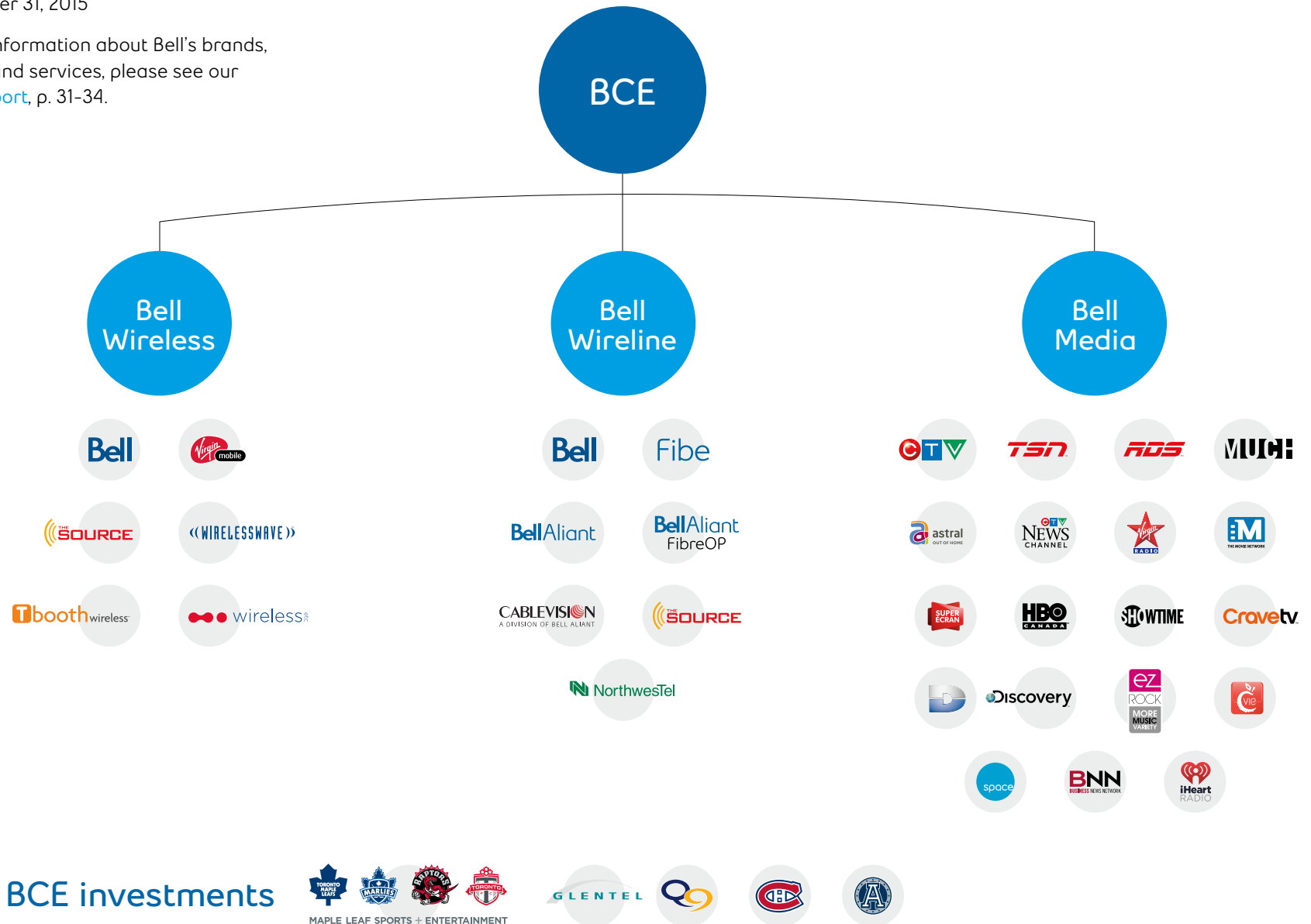
Canada's communications leader for 136 years, Bell continues to transform itself to provide more value to its customers and shareholders. We are at the forefront of the broadband revolution, providing consumers and businesses with the full range of advanced networks that enable us to deliver a growing suite of sophisticated communications services that enrich the lives of Canadians at home, work and play. With unparalleled investments in high-speed fibre and mobile 4G LTE networks, high-capacity data centres, conventional and specialty television, and premium content, Bell is the leader in the communications growth services of today and tomorrow – Wireless, Internet, Television and Media. For consumers, these services range from high-speed Bell [Fibe Internet](#), [Fibe TV](#), and [Satellite TV](#) to wireless services from [Bell Mobility Inc.](#) ("Bell Mobility") and [Virgin Mobile Canada](#) ("Virgin Mobile"), as well as [Bell Home Phone](#) local and long distance. Following the integration of our former Bell Aliant segment in 2015, we continue to deliver services to customers throughout Atlantic Canada under the Bell Aliant brand.

Our brands

BCE's business segments and brands

at December 31, 2015

For more information about Bell's brands, products, and services, please see our [Annual Report](#), p. 31-34.



Management of corporate responsibility at Bell

Bell's goal: To be recognized by customers as Canada's leading communications company.

Our approach to corporate responsibility begins with an unwavering commitment to governance discipline. Our solid governance structure and rigorous practice enable us to actively balance economic growth, social responsibility, and environmental performance to ensure our ongoing success as a company, and our continued ability to contribute to the Canadian economy. Without these key elements, sustainability cannot be supported.

Management structure

Since its founding in 1880, Bell has been an industry leader in enabling Canadians to connect with each other and the world around them. We take very seriously our responsibility to manage the company in a way that enables it to sustain its record of serving the personal and business communications needs of millions of customers, of creating value for shareholders, of providing meaningful careers for tens of thousands of people, and of making a meaningful contribution to the broader Canadian community and economy.

Our governance structure has clear lines of authority to oversee the various elements that make up our sustainability imperative. The Audit Committee of the BCE Board of Directors (the Board) is the locus of accountability for, among other things, corporate responsibility issues including environmental risks, security and business continuity. The Corporate Governance Committee of the Board is responsible for our governance practices and policies, as well as for our policies concerning business conduct and ethics, including Bell's Code of Business Conduct. The Management Resource and Compensation Committee of the Board holds the responsibility for human resources issues, including health and safety. It designates an executive vice president-level committee – the Security, Environment, Health and Safety oversight committee (SEHS) – to ensure the company's corporate responsibility strategy

is aligned with and well integrated across all parts of our business so that we minimize risk (both financial and reputational) and maximize business opportunities. Among its duties, the SEHS committee annually reviews the company's security, environmental, and health and safety policies and recommends modifications for approval by the Board. The SEHS committee also reviews and approves operational directives related to these environmental issues.

The SEHS committee is chaired by the Executive Vice President, Corporate Services, who has 30% of his variable pay tied to personal objectives that include enhancing employee engagement, leading Bell's diversity and mental health programs, preventing workplace accidents, maintaining ISO 14001 certification, and optimizing energy efficiencies.

The Executive Vice President, Corporate Services, has direct oversight of the Corporate Responsibility and Environment team, which is responsible for corporate responsibility initiatives. This team's managers also have the variable portion of their compensation tied to social and environmental goals.

30% of EVP's variable pay tied to corporate responsibility performance

We further reinforce individual accountability through a clear management structure to make certain that we identify and properly address responsibility issues and initiatives throughout the company.

As well, we rigorously apply a global strategic approach and a highly effective, practical management system, which has been ISO 14001 certified since 2009. We are the first Canadian telecommunications company to be so certified.

More details on our approach to sustainability management are available [here](#). For more information on corporate governance and risk management, please see the Governance section of our [website](#) and our [Annual Report](#), p. 38-39.

Guidance on employee conduct

Ethical behaviour by employees is integral to our ongoing work to be a responsible company. Our customers, suppliers, shareholders and fellow employees have the right to expect a safe, respectful and diverse workplace. Accordingly, since 1995, all team members have been subject to a detailed [Code of Business Conduct](#) that sets out specific expectations and accountabilities, provides guidance on conflicts of interest, safeguarding privacy and confidentiality, improper influence of audits, protection of the environment, and interactions with team members, clients, business partners and competitors.

Each year, every employee must re-commit to this Code.

Corporate responsibility issues and our business

As with every company in the communications industry, Bell faces a number of often unique corporate responsibility issues, including environmental footprint, customer privacy, cyber attacks, supply chain management and e-waste. These and many other matters also touch organizations in our supply chain (see Our Value Chain on [page 18](#)). This report explores the risks and opportunities associated with these areas and details how Bell is addressing each of them.

Corporate responsibility trends in our industry

Various corporate responsibility issues move in and out of stakeholder focus over time as trends and priorities change. In recent years, stakeholders have identified the following as the issues most relevant to them and our company:

ENERGY CONSUMPTION

Always a notable component of the business service solutions part of Bell, energy consumption is becoming an even broader issue as more people use smartphones and tablets that consume rapidly growing amounts of data to access data-heavy services such as social networking, cloud computing, mobile TV, mobile commerce and banking. When devices are connected to our network, each of these services consumes energy that increases Bell's carbon footprint. Adding to the demand is the emergence of other M2M (machine-to-machine) applications in retail and advances in transportation such

as the connected car, asset tracking and remote monitoring. Today, for the first time, more Canadian households are exclusively wireless (20.4%) than wireline (14.4%).¹ The consequent growth in wireless data consumption drives up Bell's need for energy to power our networks, making energy efficiency an important issue for us and our industry.

There is also a growing trend for companies to use data centres to shift applications and services to the cloud. This enables carriers like Bell to make more tools and professional services available to business customers while maximizing the efficiency of our networks and business operations. In time, this phenomenon of virtualization will involve both fixed and wireless access network elements as more functions will move from the customers' premises to centralized, carrier-operated facilities. As a result, carriers will consume more energy while their customers will see their energy consumption drop. The net effect will be to reduce overall consumption.

1. According to research done by the CRTC:
<http://www.crtc.gc.ca/eng/publications/reports/policymonitoring/2015/cmr2.htm>.

Importance of the business model

A company's business model directly impacts the amount of greenhouse gases (GHGs) it generates and how those gases are calculated and classified. In general, the more vertically integrated the company, the greater the potential for GHG generation by that company.

Bell is a case in point. To ensure quality of service for our customers, maintain direct control over operations, and promote business continuity that provides secure employment and career development potential, we have vertically reintegrated many of the functions that are often outsourced by other companies in our industry. For example, our operations include installation technicians (Bell Technical Services) and construction operations (Expertech) who depend on a fleet of vehicles to take them to our customers and job sites. These activities increase our Scope 1 GHGs (direct GHG emissions from sources that are owned or controlled by Bell) relative to any competitor telco that outsources such functions.

Also, we have become more diversified in our effort to ensure sustainable growth in the business. For example, reflecting the ongoing disappearance of traditional sectoral boundaries, we created Bell Media Inc. (Bell Media) after acquiring broadcast and other media companies such as Astral Out-of-Home. This has increased our overall consumption of energy which is accounted for in our Scope 2 emissions (indirect GHG emissions associated with the consumption of purchased electricity, heat, steam and cooling). That said, it does not necessarily mean Scope 2 emissions have increased since the time when Bell Media assets were separate, non-BCE operations.

Our integrated structure also affects the waste we generate. In contrast to other telecommunications companies, Bell has integrated production, installation, and construction functions. This means that we are accountable for managing waste created through these functions, in contrast to a company that outsources these operations. We could outsource, and thereby reduce our waste-to-landfill results, but that would not necessarily improve overall waste sent to landfill. As well, by managing our network waste ourselves, we maintain direct control over functions that directly impact customer service and operations.

INFORMATION SECURITY AND PRIVACY

As devices connected to the Internet become smarter, and as data transmission volumes increase, there is greater risk of security breaches. Bell is committed to deliver the highest levels of information security through the protection and effective organization of systems, applications, and information repositories. This is not only vital to the secure operation of our networks and business. It is also critically important to our customers who, along with our employees, rightly expect that we protect their identities and information.

ELECTRONIC WASTE (E-WASTE)

Marketplace experience is confirming that, as faster and smarter devices are developed, customers need and want to replace devices more often. That creates more waste. Bell makes every effort to recover unwanted equipment, even from our competitors' customers. This is a major commitment, given that all electronic components, such as cathode ray tubes, may contain contaminants including lead, cadmium, beryllium and brominated flame retardants that generate significant risks for workers and communities involved in the recycling and disposal of e-waste. We also take great care to avoid leaks of hazardous materials from landfills and incinerator ashes. As a reseller of electronic products, Bell also takes proactive steps to help consumers properly dispose of their unwanted items.

SUPPLY CHAIN

We vigorously monitor and manage supply-chain issues. This is especially important because we do not manufacture any of the business services solutions products we offer customers. We work with a limited number of manufacturers, some of which dominate the global market. That means we must be vigilant in our supply-chain management because some of these suppliers operate in countries cited for human rights and environmental violations, especially as related to rare earth minerals such as gold and tin.

These and other issues are addressed in the 5 sections of this report:

- [Team members](#)
- [Customers](#)
- [Community](#)
- [Environment](#)
- [Economy and society](#)



Reporting what is relevant

We make every effort to ensure that we report on issues that are most important to our various stakeholders through ongoing consultation to obtain their feedback and other information on their concerns.

First, we identify our most important stakeholder groups. This is based on the extent of the stakeholder group's engagement with the company and their influence on the company. From that emerges a short list comprising customers, civil society/NGOs, suppliers, rating agencies, investors, team members and unions.

Because issues evolve over time, and new ones emerge, Bell consults a broad range of stakeholders in a variety of ways on an ongoing basis. In 2015, for instance, we created the Corporate Responsibility Executive Steering Committee, consisting of directors and vice presidents from across the organization, who are consulted once a year.

At least four times a year, we engage with a number of internal stakeholder groups, including subject matter experts from customer service, investor relations, human resources, health and safety, business continuity, community investment, procurement, and unions. This also gives us insight into the top-of-mind issues of everyone in the internal and external networks these subject matter experts have developed.

In our daily activities, our team members address a broad spectrum of issues including preventing conflicts of interest, protecting company assets, safeguarding privacy and confidentiality, treating clients, business partners, team members and competitors with respect and honesty, fostering a diverse and safe workplace, and protecting the environment. The insights we draw from these experiences contribute to our approach.

Since 2006, Bell has been a signatory of the United Nations Global Compact, a set of universal principles that address issues involving human rights, labour, the environment and anti-corruption. Through our membership in this and other forward-thinking groups that bring together leaders of the global business community, Bell participates in the development and sharing of innovative thinking that produces practical action and tangible results. Here are some of the groups in which we are involved:



We also monitor corporate responsibility issues and opportunities externally through surveys, customer requests for proposals, trend analyses, benchmark studies, and stakeholder feedback. We take into account relevant reporting standards, including the Global Reporting Initiative, [ISO 26000](#), the Sustainable Accounting Standards Board ([SASB](#)), the International Integrated Reporting Council ([IIRC](#)), Life Cycle Assessment methodologies and our commitment to the principles of the UN Global Compact ([UNGC](#)).

In addition, we continue to follow certain well-established guidelines, including the [United Nations Universal Declaration of Human rights](#), ILO [International Labour Standards](#), the United Nations [Convention Against Corruption](#), and the [EICC](#) (Electronic Industry Citizenship Coalition) Code of Conduct.

Finally, sustainable investment and clean capitalism analysts from [Corporate Knights](#), [Bloomberg ESG](#) and [Sustainalytics](#) update us on what is important from our investors' perspective.

All these consultations help us focus on the social, environmental and economic issues that matter most to our business and to our stakeholders.

The United Nations Global Compact principles

As a signatory to the United Nations Global Compact and its [10 principles](#) for responsible business, Bell is committed to report on our initiatives related to the following issues:

Human rights

Bell is a strong advocate of human rights. Our [Code of Business Conduct](#) requires each team member to demonstrate an unwavering respect for each other's uniqueness, including culture, ethnicity, gender, gender identity, age, religion, disability and sexual orientation, among other things. The company believes an inclusive work environment based on merit and fairness not only helps each employee reach his or her potential, but also strengthens the company as a whole by broadening its perspective of the human experience.

To that end, we respect and actively support the human rights of all groups of employees, including, for example, Lesbian, Gay, Bisexual, and Transgender (LGBT) individuals. We have in place non-discrimination policies that go beyond the minimum legal requirements and dedicate resources to support LGBT rights inside

and outside the workplace. For details on Bell's employee programs, events, and our support to the LGBT community (see [page 24](#)).

Beyond that, we exert influence through rigorous value-chain management. Because of the proliferation of global sourcing and distribution, companies must be aware of potential human rights issues both upstream and downstream. To address this issue, Bell has had a [Supplier Code of Conduct](#) in place since 2007. As well, the company has adopted measures in our purchasing operations with the objective of avoiding conflict minerals that finance or benefit armed groups (see [page 72](#)).

Through our Bell Let's Talk initiative to improve mental health, we not only build stronger relationships in the communities we serve, we are also leading the national effort to improve employee mental-health support in the workplace (see [page 26](#)).

The United Nations Global Compact Principles (continued)

Our insistence on fairness extends to recognizing the right of our employees to be fairly compensated. Our sustained success as a business enables us to offer high-value careers in an important industry with a company that prides itself on a solid social, environmental and governance record. We believe this enables us to attract the very best new recruits, thus helping us sustain our progress. Consequently, we provide our employees with a very competitive compensation package, including wages and extensive benefits (see [page 32](#)).

Environment

Our commitment to minimize our environmental impact is deeply rooted in the values of our team members. Since the early 1990s when we began reporting on the environmental impacts of our operations, we have been actively putting those values into practice. We have developed numerous programs and, indeed, an environmental management system that resulted in Bell being the first telecommunications company to receive ISO 14001 certification in Canada. Our programs are outlined in the Environment section of this report (see [page 53](#)) and on our [website](#).

Labour

Bell recognizes that the ongoing transformation and growth of the company, and our continued contribution to the Canadian economy, rests on the shoulders of our workforce. The company makes every effort to ensure our workplace policies and programs at least meet the minimum legal requirements placed on us by the highly regulated labour market in which we operate, where most of our team members are protected by federal and/or provincial employment legislation (see [page 23](#)). In many cases, we exceed

the minimum requirements. For internal labour practices, Bell has a robust [Code of Business Conduct](#) designed to support the most stringent international labour principles, including those set out in [International Labour Organization](#) (ILO) conventions.

Suppliers are expected to uphold the human rights of workers, and to treat them with dignity and respect in compliance with internationally accepted standards as defined in the ILO conventions and regional or national legislation governing working conditions. Bell's [Supplier Code of Conduct](#) addresses issues in the supply chain including but not limited to:

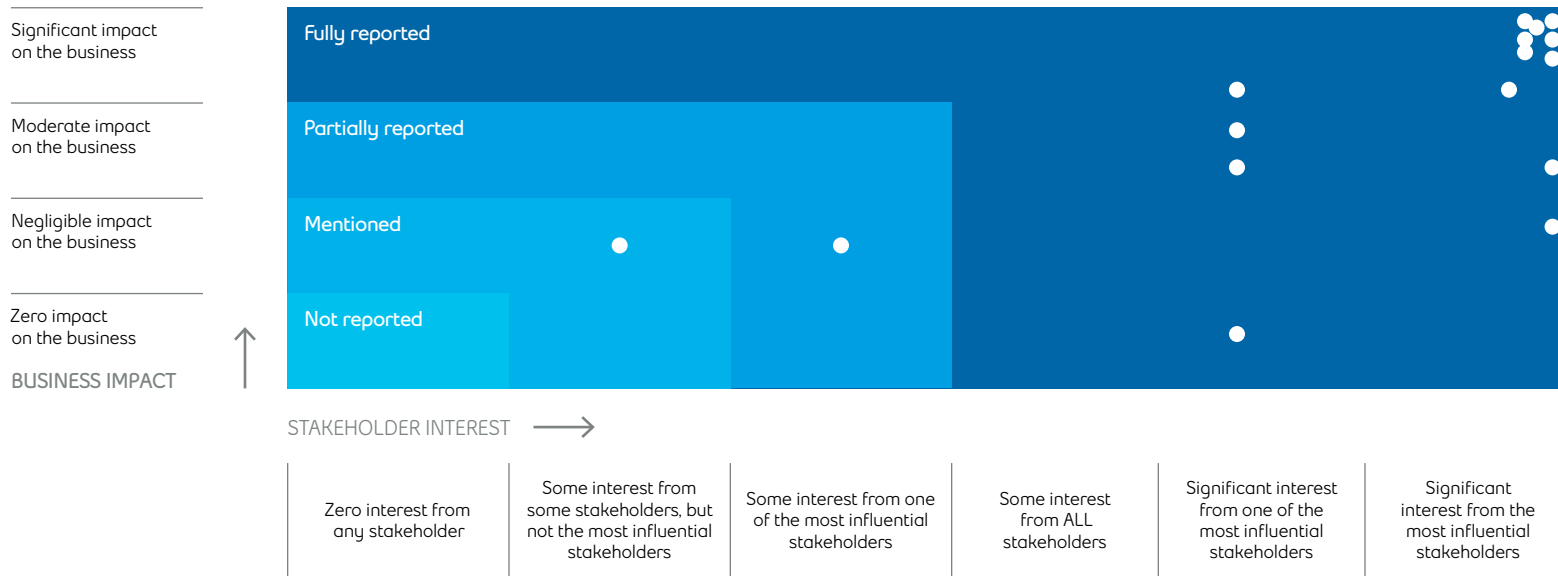
- Freely chosen employment
- Non-discrimination
- Child labour avoidance
- Freedom of association and collective bargaining
- Working hours, wages, and benefits

Anti-corruption

To meet our ethical obligations to our customers, shareholders, and ourselves, we work hard to adhere to the most rigorous standards of business conduct. Our efforts have been recognized by external agencies but we understand – as we have for our entire 136-year history – that we must earn the trust people put in us every day in every interaction with customers, shareholders, suppliers, fellow team members and the broader public. That is why we are all required to reread the Bell [Code of Business Conduct](#) and make a signed personal commitment to its provisions each year. The Code clearly explains the values and standards of behaviour expected from every team member in all aspects of our business.

Priority corporate responsibility issues

To establish the priority of issues raised during the consultations with our stakeholders, we correlate our results with the list of Global Reporting Initiative (GRI) G4 indicators. We plot these economic, social and environmental issues against those that pose risks to or present opportunities for the business. The issues are listed below, associated with their relevant stakeholder group. Please see our website for the [GRI Index](#).



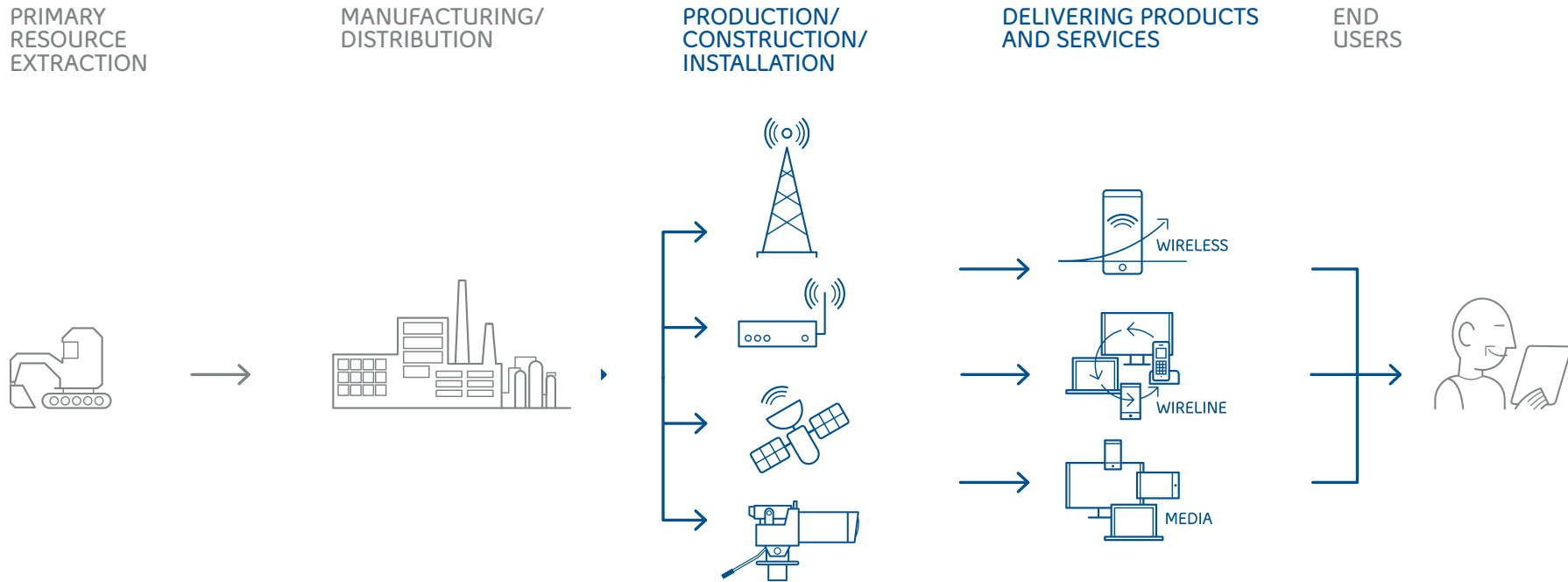
Significant issues addressed in this report



LEGEND: ● CUSTOMERS ● INVESTORS ● SUPPLIERS ● EMPLOYEES ● RATING AGENCIES ● NGOS/CIVIL SOCIETY

Corporate responsibility topics across our value chain

This graphic represents the business segment presence of our company. Related corporate responsibility issues are listed directly below the different parts of the value chain.



NOTE: Items in grey are non-Bell entities.

- Air quality
- Conflict minerals
- Corruption/bribery
- Fossil fuels
- Water pollution
- Working conditions

- Air quality
- Corruption/bribery
- Employee health + safety
- Fossil fuels
- Water pollution
- Working conditions

- Biodiversity and physical integration into the environment
- Business continuity
- Community relations
- Employee health + safety
- Environmental incidents
- Fossil fuels

- Business continuity
- Community relations
- Corporate governance
- Digital divide
- Diversity and inclusion
- Economic impact
- Employee engagement
- Employee health + safety
- Energy and GHGs
- Environmental incidents
- Fossil fuels
- Waste management

- Accessibility
- Customer satisfaction
- Energy consumption
- Privacy
- Product safety
- Product stewardship

Key objectives and results

Our key performance indicators encompass all sectors of corporate responsibility. Here is a summary of our progress against objectives in 2015.

TOPIC AREA	KPI	VERIFICATION	2015 OBJECTIVES	2015 RESULTS	2014 RESULTS	TREND	CHANGE	2016 OBJECTIVES	RELATED GRI ITEM	RELATED GLOBAL COMPACT PRINCIPLE	RELATED SDG
GOVERNANCE	ISS Quickscore ¹	ISS	Remain a leader in corporate governance and ethical business conduct by maintaining best practices, transparency and accountability to our stakeholders.	1	1	→	—	Remain a leader in corporate governance and ethical business conduct by maintaining best practices, transparency and accountability to our stakeholders.	—	1-10	16
	Management system certification ²	BSI Management Systems America, Inc.	Maintain ISO 14001 certification for our EMS.	YES 7th year in a row.	YES 6th year in a row.	→	—	Maintain ISO 14001 certification for our EMS.	—	8	—
	Responsible procurement	PwC ³	Increase the number of products covered by sustainable criteria. Continuously improve our responsible procurement program.	In 2015, we developed sustainable criteria for laptop computers purchased through the centralized procurement group. ⁴ In addition, we developed a supplier risk management questionnaire to be added to our centralized procurement process. ⁴	In 2014, we developed packaging guidelines for tangible products that will be added as part of the renewal cycle for existing contracts. In addition, we added controls in our centralized procurement process to identify suppliers of products we resell, lease or distribute to customers that contain "conflict minerals".	↑	—	Increase the number of products covered by sustainable criteria. Continuously improve our responsible procurement program.	G4-EN32 G4-LA14 G4-HR1 G4-HR10 G4-SO9	1-10	8, 12, 15, 16
CUSTOMERS	4G LTE coverage	PwC ³	98%	96%	86%	↑	+10	Begin reporting Bell's LTE-Advanced network coverage	—	—	9
TEAM MEMBERS	Overall employee engagement score	PwC ³	Continue to improve employee engagement.	77%	71%	↑	+6	Continue to improve employee engagement.	—	—	4, 5, 8
	Time lost accident frequency rate ⁵		Continue to report the Time Lost Accident Frequency Rate.	1.07	1.23 ⁶	↓	-13%	Continue to report the Time Lost Accident Frequency Rate.	G4-LA6	1, 2	3, 8

TOPIC AREA	KPI	VERIFICATION	2015 OBJECTIVES	2015 RESULTS	2014 RESULTS	TREND	CHANGE	2016 OBJECTIVES	RELATED GRI ITEM	RELATED GLOBAL COMPACT PRINCIPLE	RELATED SDG
COMMUNITY	Community investment	PwC ³	Make a meaningful contribution to improving mental health in Canadian communities through 4 key action pillars: anti-stigma, care and access, research and workplace health.	\$19.4 million ⁷	\$20.2 million	↓	-4%	Make a meaningful contribution to improving mental health in Canadian communities through 4 key action pillars: anti-stigma, care and access, research and workplace health.	G4-EC1	—	3
ENVIRONMENT	Greenhouse gas emissions	PwC ³	Redefine our objective in light of the recent business transformations. Continue to report our GHG emissions.	363.75 kt of CO ₂ equivalent.	411.98 kt of CO ₂ equivalent.	↓	-12%	Reduce annual GHG emissions intensity by 5% of Business As Usual levels (BAU) by the end of 2020.	G4-EN15 G4-EN16 G4-EN17	7, 8	7, 8
	Diversion rate for recovered waste		75% in 2016	71.6% ⁸	69.4% ⁹	↑	+2.2	75% in 2016	G4-EN23	7, 8	3,5,12
	e-bills ¹⁰		46%	46.1%	42% ¹¹	↑	+4.1	50%	—	7, 8, 9	

- Score as of April 2016. We report the most recent update to our score at the time of publication because it reflects performance for the previous year. Score indicates decile rank relative to peer group. A decile score of 1 indicates lower governance risk, while a 10 indicates higher governance risk
- The scope includes all Bell Canada business sectors, including wireline, wireless, television and Internet services, broadband, data hosting and cloud computing services, in addition to related general administrative functions (excluding BCE Nexxia USA., Northwestel Inc. (Northwestel), Bell's Atlantic operations, The Source (Bell) Electronics Inc. (The Source), and Bell Media, which are part of the environmental management system, but not within scope of certification)
- PricewaterhouseCoopers LLP
- Excludes Northwestel and The Source
- Time Lost Accident Frequency Rate = number of time-lost accident cases × 200,000 ÷ number of worked hours
- Data for 2014 was restated to reflect reconciliation of lost work cases pending from provincial compensation boards
- New methodology includes cash donations, in kind donations, and management costs
- For 2015, only TV receivers, modems, and lead-acid batteries are included in waste data for Bell's Atlantic operations. We expect to integrate the remaining categories of waste for Atlantic Canada in 2016
- Excluding Bell's operations in Atlantic Canada
- All business and residential services
- Excluding Northwestel.



Bell is committed to creating an equitable and inclusive workplace

TOP 100

Bell is recognized as a Top 100 Employer in Canada

TEAM MEMBERS

Team members

Bell's goal is to be recognized by customers as Canada's leading communications company. To achieve it, we rely on the efforts, engagement and expertise of our employees. We focus on attracting, developing, and retaining the best talent, as well as creating a positive employee experience that drives effectiveness and high performance in our evolving business environment. Through workplace wellness initiatives – including innovative mental health programs – and by celebrating diversity in the workplace, we reinforce our commitment to create an inclusive atmosphere for all team members.

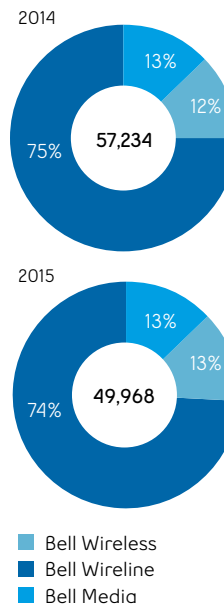
Our team members

BCE's 49,968 team members (at December 31, 2015) are located across the entire country, working in thousands of locations in urban and rural areas. A diverse set of team members are highly skilled in a broad range of jobs, working in an environment designed to nurture an engaged workforce and a performance-driven culture.

49,968 EMPLOYEES

In 2015, Bell's workforce decreased by 7,266 employees compared to 2014. This was due primarily to the sale of a call-centre subsidiary and workforce restructuring initiatives in our Bell Media and Bell Wireline segments to address changing consumer preferences, new TV unbundling rules, a soft business market as a result of the economy, and declines in home phone subscribers. We also went through other workforce reductions attributable to normal attrition, retirements, and productivity improvements, including synergies realized from the privatization of Bell Aliant Inc.

BCE EMPLOYEES



METRIC	2015	2014
% unionized employees	45%	43%
Number of employees	49,968	57,234
Voluntary turnover ¹	13.8%	11%

1. Temporary employees for The Source, BTS and Expertech are excluded.

TOTAL WORKFORCE BY REGION

METRIC NAME	2015	2014
Alberta	4%	3%
British Columbia	4%	4%
Manitoba	1%	1%
New Brunswick	3%	4%
Newfoundland & Labrador	2%	2%
Nova Scotia	4%	4%
Ontario	49%	47%
Prince Edward Island	0%	0%
Québec	31%	32%
Saskatchewan	1%	1%
Yukon, Nunavut, and Northwest Territories	1%	1%

Workplace, human rights and privacy

Canadian employment standards context

Bell makes every effort to maintain an inclusive work environment where all employees are valued for their contributions and have the freedom and protection to be who they are, free of discrimination, harassment, and violence. Our commitment to high workplace standards and our desire to provide employees with a fair, equitable and respectful place to work are grounded in the [Code of Business Conduct](#) and reinforced daily through many programs, initiatives, processes, and policies that touch all team members.

Bell operates in a highly regulated labour market in which most workers are protected by federal and/or provincial employment standards legislation that covers areas such as hours of work and overtime pay, minimum wage, pay, vacation time and vacation pay, public holidays, breaks, pregnancy leave and parental leave, personal emergency leave, family medical leave, and termination notice and termination pay. In many cases, Bell's policies and programs exceed minimum legal requirements.

HUMAN RIGHTS

To specifically support our commitment to human rights, Bell provides employees information on roles, resolution options, the accommodation process and other tools. These include informal options to resolve accommodation issues to supplement the formal process for which the Human Resources workplace practices team has accountability.

Unionized team members are protected through the three-step resolution process in their collective agreement.

More complex cases are taken to an accommodation committee.

INTERNAL COMPLAINTS

Bell offers employees a whistle-blowing channel where they can anonymously report any incidents they believe may contravene our policies or ethical standards. This tool is handled by an independent administrator who continually monitors and responds to complaints.

PRIVACY

Bell and its affiliated companies have long been committed to maintaining the accuracy, confidentiality, security and privacy of personal information for customers and employees alike.

Bell's privacy policy provides clear direction to employees about their responsibilities for safeguarding personal information. We also publish updated information on our website which clearly defines roles, processes, training support and more. Team members can also address questions and obtain support through the privacy mailbox, which is monitored and promptly answered by the privacy coordinator.

Diversity and inclusion

At Bell, we are proud of our commitment to recruit top talent and ensure all team members have the opportunity to reach their full potential. Through our diversity and inclusion strategy, we focus on attracting and retaining diverse talent, meeting federally regulated employment equity targets, and reflecting the marketplace. Under the direction of the Diversity Leadership Council, we make sure our business strategy also helps us foster diversity and inclusivity in our workplace, recognizing that this enhances our team's performance, and ultimately increases the success of our business.

In 2015, we made every effort to celebrate differences and harness the power of our team through our employee networks. We also improved how we measure progress by expanding Bell's diversity questionnaire and adding a question on inclusion to our annual Team Survey.

DIVERSITY GROUP	WORKFORCE ¹			SENIOR MANAGEMENT ²		
	2015 LMA ³	2015	2014	2015 LMA ³	2015	2014
Women	34.7	34.2	34.7	27.4	25.9	25.9
Visible minorities ⁴	20.4	19.0	15.0	10.1	8.4	3.9
Persons with disabilities ⁴	4.7	3.7	2.0	4.3	3.5	1.2
Aboriginal peoples ⁴	1.9	2.1	1.5	2.9	2.1	0.5

1. Excludes The Source

2. Vice Presidents and above

3. Occupational labour market availability (LMA) indicates the percentage of persons in each designated group in the Canadian workforce that may have the skills necessary to fill occupational roles at Bell based on December 2015 headcount. The data are provided to Bell by the Canadian government, and are based on data from the 2011 National Household Survey

4. Data for these categories depend upon full-time and part-time employee self-identification in Bell's diversity questionnaire.



Performance in 2015

Our diversity and inclusion strategy, coupled with higher rates of self-disclosure, have significantly increased the share of visible minorities, persons with disabilities, and Aboriginal peoples in our workforce. We have also benefited from our strategic focus on making our senior leadership team more representative of our overall employee population. This includes personalized talent management strategies for high-potential leaders from under-represented groups.

Bell continues to blaze the trail for women in the communications industry. Eight of our senior leaders have been awarded prestigious Women in Communications and Technology Leadership Excellence Awards over the past three years, including Women of the Year in both 2014 and 2015. We also saw significant growth in the membership of Women at Bell as well as our other employee-led network, the LGBT Network.

In our annual Team Survey, 86% of team members responded favourably to the statement "People of all backgrounds (cultural, gender, age, religion, disability, etc.) can succeed in my company."

We joined nationwide celebrations such as International Women's Day, Black History Month, and the International Day of Persons with Disabilities, and we publicly demonstrated our commitment to diversity on our Board of Directors by becoming a signatory of the Catalyst Accord.

Goals

Looking ahead, we intend to partner with Canada's Aboriginal communities to increase the representation of First Nations, Inuit, and Métis peoples in our workforce, increase hiring from under-represented groups, particularly for women in non-traditional STEM (science, technology, engineering, and mathematics) roles. We will also expand consultations with members of under-represented groups to develop our 2016 employment equity plan. As well, we will continue to adopt best-practice standards on workplace accessibility and increase awareness and engagement through support for special events such as Asian Heritage Month and National Aboriginal Day. We are also working to fulfill our commitment to increase the proportion of women on our Board to 25% by 2017.

Supplier Diversity

At Bell we also promote diversity among our suppliers. In 2014, we launched a supplier diversity program to boost the representation of women and minority-owned businesses in our supply chain. In 2015, the Procurement group incorporated supplier diversity into our corporate diversity and inclusion strategy, with the broad executive support of the Diversity Leadership Council. We also increased our participation in supplier-diversity industry events, built a diverse supplier database

accessible to all Bell employees, referred a wide range of new suppliers to internal supplier management partners, and invited a broad mix of suppliers to more sourcing activities.

On a more general level, we maintain memberships in Women's Business Enterprise ([WBE](#)), the Canadian Aboriginal and Minority Supplier Council ([CAMSC](#)), and the Canadian Lesbian and Gay Chamber of Commerce ([CGLCC](#)).

For more on how we manage our supply chain, please see the [Economy and Society](#) section of this report.



Mental health in the workplace

Given that employees spend a significant portion of their time on the job, one of the most important places to hold a dialogue on mental health is in the workplace. At Bell, we believe taking care of the mental health of our team members is essential to their personal success and to our organization's ongoing progress. Accordingly, we continue to develop and implement leading mental health practices in the workplace in a variety of ways. We educate employees through our best-in-class training programs, support them through the Employee Family Assistance Program (EFAP) and create awareness through communication and engagement activities. Our commitment is stated in our mental health policy and reinforced in our [Code of Business Conduct](#), which is renewed annually by all team members. It is also reinforced in our day-to-day work and initiatives, which in 2015 included:

MENTAL HEALTH TRAINING

We continued to expand our mental health training with targeted efforts to reach all team leaders and provide training on a voluntary basis to all Bell union representatives and Health and Safety committee members.

We also finalized the Workplace Mental Health Leadership certificate program, the world's first university-certified workplace mental health program, in partnership with Queen's University and our EFAP provider. This program comprises three modules leading to a certificate from Queen's University, the first two of which are mandatory and enable leaders to build their skills in supporting their team members and applying healthy workplace practices. Module 2 addresses accommodation while module 3 deepens leadership skills, further strengthening preventative techniques, and integrates elements from the National Standard for Psychological Health and Safety in the Workplace.

In 2015, we released our second and third modules and have continued to offer module 1 training to leaders joining Bell.

To date, over 8,100 leaders have completed the first module and more than 1,000 leaders have completed the second module, making Bell's leadership team the cornerstone of culture change and support.

EMPLOYEE AND FAMILY ASSISTANCE PROGRAM

A critically important tool for the management of employees' total health needs, including prevention of illness, the EFAP offers various counselling options for team members including e-counselling, over the phone, a dedicated mobile app, and face-to-face counselling with accredited professionals.

New this year, through our EFAP provider, Bell team members and their families have access to a network of groups in their communities to help them find support and learn coping strategies from others with similar experiences. In 2015, we also launched a form of online group therapy for anxiety, led by a therapist using a cognitive behavioral therapy approach. This is helping individuals build coping skills to manage their anxiety while sharing experiences and learning with others.

Since the launch of Bell Let's Talk five years ago, and as a result of internal awareness campaigns and promotion, EFAP usage has increased 119%.

COMMUNICATION

Bell continued to provide team members and their families with expert insight and advice on health, wellness, and development-related topics through the LifeSpeak video library which offers content from internationally acclaimed experts, authors, professors, and medical professionals.

We offer team members events and special activities that promote awareness during Mental Health Week, Mental Illness Awareness Week, National Suicide Prevention Day, and Bell Let's Talk Day. Since 2010, Bell has organized more than 700 mental health events for team members across Canada, including seminars, workshops, information kiosks, and speakers.



The Bell Let's Talk website and the new mental health and wellness site on our intranet continue to provide easy-access, centralized tools and resources for team members to learn, participate, and stay informed. These sites give access to comprehensive mental health resources, including: articles, videos and training, and a wide variety of other resources addressing total health.

OTHER INITIATIVES

Our return-to-work program has been widely recognized for excellence and continues to show promising trends of reduced relapse and reoccurrence of disability leave.

To extend the support we offer, we also partnered with a network of medical clinics to provide those team members who do not have a family doctor or need to make an urgent appointment close to work quick access within 24 to 48 hours of booking.

As well, knowing that physical health is closely associated with mental health, Bell has partnered with Goodlife fitness to provide team members and their families with a significant corporate discount. This augments Bell's own onsite fitness centres.

National Standard for Psychological Health and Safety

Bell continues to support and promote the adoption of the National Standard of Psychological Health and Safety in the Workplace across corporate Canada. Our three-year project with the Mental Health Commission concluded in the first quarter of 2016. Since its inception, we have shared best practices across various organizations in Canada to provide encouragement and guidance for others to implement healthier frameworks in their own workplaces.

Our efforts are evident in the results of a recent audit that showed we are building sustainable programs such as:

- Linking our annual team survey questions to the 13 psychological factors as outlined in the National Standard. These factors are known to have a powerful impact on organizational health and the well-being of individual team members
- Launching a Health Risk Assessment coincident with the benefits-renewal process. This provides team members with confidential and personalized insight into their health status. Coupled with the tools and resources we make available, this will enable them to make personal improvements and build their resilience for sustainable change.

Bell is proud that our disciplined approach and commitment to mental health is being recognized externally. Indeed, Bell team members were honoured with the Workplace Benefits Award–Mental Health, which recognizes an organization that has developed creative and effective mental health initiatives to support and encourage the psychological well-being of employees.



Marie-Josée Boivin, Vice-President HR, accepts the Benefits Canada 2015 Workplace Benefits Awards for Mental Health on Bell's behalf.

Recruitment / new talent

Attracting the best talent is important for Bell's evolving business environment if we are to win in a highly competitive marketplace. To ensure that we continue to attract top talent to the company, we employ many initiatives, including building a community of job seekers through our [Jobs@Bell](#) site and social media. In addition, we focus on recruiting from a diverse candidate pool that reflects the customers and the communities we serve. Bell also deploys various interview and assessment tools from psychometric assessments, business review case studies, language tests, and video interviewing to assess for potential and overall fit.

In 2015, we hired more than 10,000 team members across Bell. In part, the success of our hiring was a result of our focus on expanding our social media platform with more than 105,000 LinkedIn, Twitter and Glassdoor followers, plus more than 400,000 followers on [Jobs@Bell](#).

We stayed connected with students in a number of ways, including sponsoring student development initiatives on campus and participating in more than 40 student events such as mock interviews, case competitions and networking sessions throughout the school year to

promote career development and relationship building. In all, we visited 22 universities in Ontario, Québec and Atlantic Canada to promote our opportunities with new graduates, with an emphasis on attracting candidates to Bell's Graduate Leadership program, one of the largest initiatives in Canada dedicated to helping new grads become the next generation of leaders. As a result of these efforts, we were honoured by Talent Egg as best campus recruiting program of the year.

As part of our diversity and inclusion strategy, we leverage the recruitment module of our applicant tracking system that allows job seekers to self-identify as being part of an under-represented group. The recruitment team short lists the best qualified candidates and ensures that sourcing efforts have at least one qualified diverse candidate. The self-identification and diverse sourcing efforts have helped ensure that hiring managers are presented with a qualified and diverse slate of top candidates.

We also participated in the Aboriginal Peoples Career Market, which enables job seekers from First Nations communities in Southern Ontario not currently in the labour market to receive résumé-writing and skills-assessment training, and to make connections with employers for job opportunities. In addition, we sponsored Toronto's annual [Out on Bay Street](#) career fair to facilitate the professional development of lesbian, gay, bisexual and trans-identified students as they transition from school to career.

We were also proud to extend our involvement in the Hire a Veteran program. Through our partnership with Canada Company and the [Military Employment Transition \(MET\) program](#), Bell has supported the integration of Canadian veterans and reservists into the corporate world. In addition, we offer training for all Bell recruiters to understand how veterans' skills are transferable and how to support veterans and reservists with the job application process. By the end of 2015, we had hired 72 veterans into new careers at Bell. Again, we were honoured to be named a Top Employer by the MET program in 2015.



Receiving the TalentEgg – Campus Recruiting Program of the Year.

The after-hiring period and process are also critical in ensuring new team members' success, and we endeavour to integrate them into the unique Bell culture. Our Welcome to Bell program is designed to help new team members get to know Bell's people, customers, culture, and processes so they understand how they can best contribute to

our mutual success. The program takes into account all the steps and activities required of leaders, colleagues, and administrative team members to help new hires feel connected to the team, and provides the new team members with information they'll need to help navigate within Bell.

Learning and development

We offer a wide range of training for team members in each business unit, with specific and targeted training pathways to meet the needs of the changing industry environment, as well as to equip our employees with the tools to fully develop their leadership potential and achieve their aspirations.

Training

Learning and development continue to be powerful drivers of employee engagement and enable us to be the leader in new growth services for our customers. At Bell, we are committed to investing in learning and development options that are relevant and current, including emergent skill sets required to provide employees with what they need to meet their career goals.

In 2015, we increased training spent per employee by 8%. We also pioneered a strategy to target our youth, call centre, retail, and field organization team members, offering them flexible training that is easily accessible and available 24/7. This has enabled us to consistently deliver training to team members across the country.

Bell has 8,000 online courses available 24/7 from any location. We also provide a wide range of certifications, including Microsoft technical certifications, and certification for Product Management, Certified Project Management Professional, Business Analyst and business unit-specific functions.

In 2015, we introduced Leadership Advantage, a portal designed to support leaders at all levels on 40 competencies. It includes videos of industry and thought leaders, book summaries, blueprints for developing an organization, and short interactive practice courses for honing leadership skills. We also gave our leaders access to Harvard Manage Mentor, a rich online learning environment that includes 44 learning modules. The Mobile Manage Mentor gives leaders access to answers and information on common management challenges through text, audio, and video on their phones.

Leadership development

At Bell we believe in supporting our employees to become effective and confident leaders. Bell's Leadership Development Pathway provides employees with a prescribed curriculum that delivers skills that are transferable across our business units. The program is linked to the Bell Leadership Success Profile, which identifies the skills, behaviours, and performance results that help employees succeed at each level. Through the program, we reached well over 7,000 of our middle management leaders by the end of 2015, exceeding the participation target for the year.

Updated 43% of course content to ensure it remains relevant for our employees and the business.

Talent

Performance management

We believe it is critically important to position team members for success by providing them with clear targets that are based on a combination of personal objectives, business needs, and corporate strategy. Our performance management process is designed for employees to participate in setting their objectives and to share common leadership competencies that are essential to succeed at Bell. This provides the opportunity for employees to see how the work they do connects to our 6 Strategic Imperatives and company goal. We measure “alignment” as a key index, placing importance on connecting individual objectives to those of leaders so that team members can see the big picture and how their work contributes to success. This helps drive personal engagement, which in turn fuels company performance.

We encourage leaders to talk frequently with their team members about results and what they need to do to achieve their objectives throughout the year. At year end, formal one-on-one discussions take place between employees and leaders to assess the employees’ performance measured against established objectives and Bell’s leadership competency profile.

Succession planning

Succession planning is an integral part of our talent strategy and our commitment to develop future leaders and evolve our talent pipeline. When we identify high-potential leaders at the senior manager and director levels, employees can benefit from structured, corporate-wide learning and development programs aimed at accelerating their growth and readiness for the next challenge.

In 2015, we continued to support our high-potential leaders through individual development planning via one-on-one coaching from our Talent Management team. We also continued to conduct regular annual succession planning and high-potential talent reviews at the most senior level with our CEO and senior executive team. The team reviews succession plans for all key positions in the company, focusing on development plans and progress since the last review.

We also expanded our succession planning to include all director positions, giving us a better view of our bench strength. By expanding the next-generation programs in both scope and reach, we opened up more opportunities for high-potential directors, including a cohort-based experiential strategic leadership development program and a formalized peer coaching network in Montréal and Toronto.

We offered our 10-month-long experiential leadership development program to 25 senior managers identified as high-potential. This program received international recognition with a Leadership 500 award in Innovation in Deployment of Leadership programs. Building on the success of our existing curriculum for high-potential senior managers, we developed an enrichment program focusing on advanced development in coaching, strategic thinking, and innovation.

In 2016, we plan to expand succession planning to all senior manager positions and continue to build on our next-generation development programs.

Executive leadership development

For our executive leaders, we invest in company-driven development tailored to individual needs and job requirements. We focus on capability building and engagement, as well as external education, such as executive MBA and other intensive development or networking programs. We also leverage many leadership and professional development tools like behavioural assessments and coaching for performance and development.

For 12 consecutive years, Bell has also sponsored participation by women executives in world-renowned education programs where they can share best practices and learn from each other. These include [The Judy Project](#), Canada’s leading forum preparing women to advance into executive leadership positions, and the International Women’s Forum [Fellows Program](#), a leading international women’s executive development initiative.

Employee engagement

82%

of employees are proud to work for Bell and are excited about how their individual work contributes to the company's success

Enhanced Team Survey

Our ongoing commitment at Bell is to listen to our team members and continuously refine our understanding of employee engagement. One tool for this is our annual Team Survey, which is designed to be completed quickly and easily in the language of the employee's choice, and is accessible on mobile devices. Capturing both quantitative and qualitative data, the survey focuses on understanding how engaged, agile and aligned team

members are, asking people to rate their leaders in key areas specific to engagement, including communication, recognition, trust, and respect.

For 2015, we invested in a new team survey using a best-in-class partner to get insight into those indicators. This new approach helps us better understand how capable we are collectively to execute on our business priorities. It also helps us improve our action planning and ability to identify where we need to make positive changes. In addition, our new survey tool helps us understand our diverse population by enabling us to conduct multi-variant analyses, e.g., by geography, tenure, demographic, team, role, level, etc.

In 2015, Bell's results exceeded external benchmarks by a wide margin. Measured against employees working in high-performing organizations in Canada and worldwide, Bell was more positive in 81% of questions asked. Compared with working adults in Canada alone, the Bell team answered more favourably in 95% of questions.

For this year's survey, 81% of team members participated, resulting in the following findings:

- 82% of employees are proud to work for Bell and excited about how their individual work contributes to the company's success
- 89% report their leader treats them with respect and 80% say their team collaborates well
- 83% would recommend Bell's products and services to friends and family
- 79% are confident about the future success of the company
- 70% would recommend the company as a great place to work.

EMPLOYMENT ENGAGEMENT

	2015	2014
Employment engagement metric	77	71

Recognition – Celebrating work successes

Through a variety of recognition initiatives, Bell effectively acknowledges and appreciates the work of team members. Bell's formal recognition program recognizes contributions at three levels – local team, business unit, and corporate – with success celebrated informally and formally. Informal recognition includes public praise on team calls, team communications or general thanks in meetings. We also celebrate service anniversary milestones (every five years) and honour our retirees with the traditional "President's Wallet" to recognize and thank them for their contribution and years of service.

In 2015, we took recognition a step further. To help our leaders recognize their employees, we launched a series of recognition workshops to provide practical ideas to recognize their teams. Conducted in just under an hour, the workshops focus on easy-to-use, relevant ideas, and best practices on how to not only recognize people, but also to drive engagement. We are offering these workshops again in 2016, with plans to expand to more teams across the company.

Total compensation

Bell provides employees with total compensation packages that are competitive with the market, including salary, performance incentives, benefits, and retirement plans. Added savings opportunities are offered, including the purchase of BCE common shares with a company match, group tax free savings account (group TFSA), and a group retirement savings plan (group RSP). We also offer generous employee discounts on Bell services and purchases at The Source.

Compensation

Bell offers a competitive compensation package that recognizes employees for their performance and aligns with our 6 Strategic Imperatives. Bell's compensation package includes a competitive base salary, strong performance incentives, and a range of benefits including long- and short-term disability leaves. Incentive plans reflect both the company's success and individual achievements. The Achievement Incentive Plan (AIP) is the corporate incentive plan, which covers more than 20,000 eligible employees. Over the last five years, employees eligible for the AIP have benefited from payouts averaging 108% of target, in line with the company's success over that period of time. To maintain market competitiveness, Bell reviews compensation levels at least annually. In 2015, we introduced a revamped comprehensive total compensation statement for our team members, providing a complete picture that goes beyond salary and performance-based bonus payments to include the value of the benefits, pension plan, and employee savings. Delivered as a personalized statement, the document also serves to alert employees to other programs so that they may make the most of every benefit Bell offers.

Benefits

The health of our team members is a top priority. Consequently, we make it easy for them to access our competitive benefit programs that offer wide choice and enhanced coverage. Our program aligns with the market but, more important, it gives our people choices to lead an optimal, healthy lifestyle, with initiatives that address both physical and mental health.

In 2015, we introduced a new benefits plan offering employees the flexibility to choose the healthcare plan and life and accident insurance that best suit their evolving individual needs. Team members were invited to enroll in this enhanced health plan at the end of 2015, for an effective date of January 1, 2016. The updated plan includes:

- New benefits coverage categories for couples and single parent families in addition to the current single and family category options. More options mean diverse family dynamics are covered
- Expanded list of healthcare professionals and optional critical illness insurance to protect against the financial burden of unexpected expenses caused by a critical illness
- A complementary program called the Health Service Navigator with the aim of offering integrated health information and support service to our team members and their families
- An online health risk assessment questionnaire to further reinforce our commitment to support the health and well-being of our employees
- A new state-of-the-art benefits and savings website featuring a fully personalized dashboard and providing team members with their most up-to-date personal situation in the company savings and retirement plans as well as their coverage under the life and healthcare plans. Through this site, team members can easily update their Life Event section, ensuring their benefits reflect key life or work events. More than 90% of our team members accessed the site and enrolled in the new enhanced health plan.

Retirement and savings

Financial security is important to our employees' future and we are committed to making it easy for our team members to invest for both the short and long term. Most Bell employees benefit from a defined contribution pension plan that offers an automatic 4% employee contribution plus a 2% employer match as well as other savings plans such as a group RSP, a group TFSA and a share-purchase plan (the Employee Savings Plan, or ESP). Under the ESP, employees can have up

to 12% of their annual earnings withheld through payroll deductions to buy BCE common shares. The company contributes \$1 for every \$3 an employee puts into the plan, up to a maximum of 2%. Shares purchased with company contributions are vested to employees after two years. In 2015, we made a \$250 million voluntary contribution to our legacy defined benefit pension plan to enhance the security of pension benefits.

In early 2016, we refreshed key areas of our defined contribution pension plan. The maximum contribution for a team member has been increased from 4% to 12%. To encourage employees to save, the default employee contribution is now set at 2% after two years of service, meaning employees could double their retirement savings compared to the previous default option. Changes to the investment fund line-up include enhanced Lifecycle Options, providing a more gradual reduction of risk over time.

Health and safety

Bell is committed to ensure the safety and security of our workforce who operate in a wide variety of environments, including manholes, telephone poles, cell towers and vehicles. We also employ journalists posted in foreign news bureaus who must frequently report from risky areas such as war zones. Our Bell Media management ensures these team members receive hostile-environment training, safety equipment and third-party protection.

Domestically, we work continuously to have in place effective processes and the flexibility to avoid injury, service interruption, fines and reputational impact. We also provide employees with a process to manage health and safety complaints and accidents as well as training and accident prevention tools.

Our company's business model has an impact on the health and safety risks of team members. Unlike many communications companies, Bell is vertically integrated, meaning that the people who construct our networks across the company are by and large Bell employees, not contractors. Due to the nature of network construction work, especially in often difficult terrain and weather, these employees face risks that administrative and call centre employees do not. Our special focus on health and safety of these construction workers is paying off, reducing lost time accidents by 41% year over year for the network construction team alone.

In 2015, we included Bell's Atlantic operations in our health and safety statistics for the first time. Overall, the rate of accidents with lost time decreased 13% to 1.07 per 200,000 hours worked. This was accomplished even as total hours worked increased 7%. The number of accident cases with lost time dropped 5%.

We attribute much of the improvement to initiatives we implemented to address slip-and-fall incidents as part of our ongoing enhanced incident-analysis program, which identifies priorities and risk-mitigation strategies. We also continue to implement our centralized Contractor Safety Program, creating efficiencies by rationalizing and reducing the number of contractors.

In 2016, we have established a cross-functional team (including Procurement, Real Estate and Health & Safety) to review Bell's helicopter/fixed wing safety. This involves the engagement of a third-party subject matter expert to help assess and audit our program. We also continue to deploy a contractor prequalification tool across the organization to ensure our contractors have the appropriate training and skills to safely perform the work. By the end of June 2016 we will have more than 500 contractors registered in the tool.

TIME LOST ACCIDENT FREQUENCY RATE

	2015	2014 ¹
Frequency per 200,000 hours	1.07	1.23

1. Data for 2014 was restated to reflect reconciliation of lost work cases pending from provincial compensation boards

Awards

Bell's ongoing excellence in delivering workplace initiatives that create a diverse and engaged workforce, a positive experience for team members, and a high-performance culture for the company has been recognized by numerous national and international organizations, including:



Excellence Canada –
Gold Award for
Mental Health at Work



Top campus employer



21.1M
total subscribers

92% of
customers highly
satisfied with
Bell technicians

CUSTOMERS

Customers

Serving Canadians is an important part of our history and integral to our identity as a company. It is also a critical priority for our ongoing marketplace success today and our growth into tomorrow. Accordingly, improving customer service is one of [Bell's 6 Strategic Imperatives](#).



We invest in our advanced networks, team member training and the latest broadband technology to deliver a better customer experience at every level, rivaling the best telecommunications companies around the globe.

It all starts with our networks. In 2015 alone, Bell made \$3.6 billion in capital investments, and in 2014 invested more in state-of-the-art fibre, mobile networks and product R&D than any other Canadian communications company.¹

These commitments are driving the expansion of Bell's advanced

Bell's 4G LTE wireless network now reaches 96% of Canadians and is expected to be available to 98% by the end of 2016.

communications services to more cities, small towns and rural communities across Canada. Bell's 4G LTE wireless network now reaches 96% of Canadians and is expected to be available to 98% by the end of 2016.

Along with the benefits that customers get from our world-class network infrastructure, Bell is continuously improving customer satisfaction. We have made more than \$850 million in service investments since 2011, with approximately \$100 million of that in 2015. At the end of that year, Bell had 8.2 million Wireless subscribers, 3.4 million high-speed Internet subscribers and 2.7 million television subscribers.

1. As detailed in the annual R&D rankings by [Research Infosource Inc.](#), Bell invested \$546 million in Canadian R&D in 2014 to develop the country's premier broadband networks and new mobile, TV and Internet services, placing us first in the communications sector and fourth overall for R&D by all Canadian private sector corporations.

Service initiatives drive progress

As more wireless and residential customers enjoy the ease of our enhanced online self-serve tools like MyBell.ca and the MyBell app, calls to Bell service centres have decreased dramatically.

At the same time, visits to our online service platforms have risen. Bell handled more than 160 million online self-serve visits, data usage checks and billing updates in 2015. That is an increase of 9 million over the previous year.

In addition to enhanced online tools, several initiatives in 2015 increased consistency and personalization for customers. A redesigned and simplified bill for residential customers, including an intuitive grid format, makes it easier to follow changes from month to month. We also introduced videos for new Bell Mobility customers that outline what to expect on their first bill, how to check usage, update phone features, and manage accounts online.

Other ways Bell is making it easier for customers include the introduction of a faster registration process and a new notification program enabling people to better manage their Internet usage through our self-serve platforms. This is further reducing inquiries to our call centres. Our small business customers are benefiting as well with the launch of a new suite of call centre tools that are reducing ordering times by 60%.

We worked to deliver Fibe TV service within a two-hour appointment window to more than 600,000 customers in 2015.

With 93,000 new postpaid wireless, TV and Internet customers in the first quarter of 2016, Bell added more subscribers than our competitors. When customers have services installed or upgraded, our technicians now arrive in record time, thanks to investments in innovative tracking and scheduling technology. In the last four years, we've cut Bell Fibe TV installation times by 30% – including 10% in 2015.

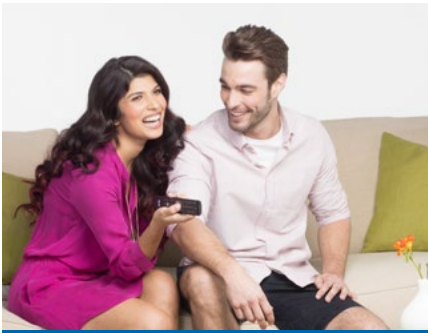
Always recognizing that our customers' time is valuable, we worked to deliver Fibe TV service within a two-hour appointment window to more than 600,000 customers in 2015. We extended two-hour service windows to Internet and Home Phone repairs as well, and increased Same-Day Service completion for both residential and business customers by 24% compared to 2014. We also made it easier to get services installed outside a typical 9-5 work day with the introduction of evening appointments for small business customers, while delivering repair service more often on the same day.

Just as important as better response times is the significant improvement we've seen in customer satisfaction with our technicians. Despite the high demand and the complexity of work involved with Fibe, 92% of customers were highly satisfied with the quality of installation and repair service provided by technicians.

Retail enhancements and Glentel acquisition

As part of our continuing investment in store design, we enhanced several locations in 2015 including our newest flagship store at the busy Toronto Eaton Centre. That site features more than 350 square metres of the best of Bell products and services using interactive displays developed in partnership with Bell Media.

To further boost our retail presence, in May 2015, BCE completed the previously announced acquisition of Glentel Inc. (Glentel), a Canadian-based dual-carrier multi-brand mobile products distributor. Subsequently, also in 2015, BCE divested 50% of its ownership interest in Glentel to Rogers Communications Inc. With the addition of Glentel's familiar WIRELESS WAVE, Tbooth Wireless and WIRELESS etc. brands, Bell can offer improved service to Canadians and continued access to a convenient, high-quality customer experience. Bell products are now available in more than 2,500 outlets, including corporate stores, Virgin Mobile, The Source, and other dealer and retail locations across the country, making us the #1 retailer of communications products in the country.



83% & 82%

Bell Media reaches 83% of English-language TV viewers and 82% of all French-language TV viewers during an average week

Innovative products, satisfied customers

Across Bell's business units, we are building on that leadership by advancing broadband technology and fostering product innovations that have dramatically improved and reshaped the services we deliver to millions of residential and business customers.

With advances in TV technology like Bell's [4K Whole Home PVR](#) and exclusive features like Trending, Restart and the Fibe TV App, Bell is providing our 2.7 million TV subscribers with an experience unlike anything else on the market. Launched in 2015, the Fibe TV app allows viewers to easily access their favourite shows on smartphones and tablets with 300 channels

at home, 170 channels on mobile and more than 20,000 hours of on-demand programming.

Bell Media plays an important role in informing and entertaining Canadians, reaching 83% of English-language TV viewers and 82% of all French-language TV viewers during an average week. As well, Bell Media solidified its position as Canada's top radio broadcaster reaching approximately 17 million listeners each week in 2015.

Bell is continually investing across our media operations. In 2015, we launched Canada's best video streaming service, CraveTV, direct to all consumers with an Internet connection. We also became the exclusive operator of HBO Canada, expanded The Movie Network nationally, and reached an exclusive agreement with CBS to bring the entire SHOWTIME catalogue to Canada. In music, an exclusive partnership will bring iHeartRadio's popular digital streaming service to Canada.

In Wireless, Bell continues to complement our extensive selection of mobile devices on Canada's largest LTE network with services and plans that give customers more of what they want. In 2015, we made it easier and more affordable for our customers to travel with a Bell wireless device thanks to our Roam Better plans. With a Roam Better U.S. package, customers travelling in the U.S. can take advantage of unlimited talk, text and 100 MB of data for just \$5 a day. Launched in early 2016, Roam Better International offers the same generous data, talk and text for \$10 in 110 destinations across Europe, the Americas, Asia, the Middle East, Australia and South Africa. That offers more value than any competitor.

With more than 3.4 million Bell Internet subscribers, Bell is Canada's Internet leader at a time when Canadians increasingly view broadband Internet service as the most valuable connection in the home. In 2015, we built on that lead with the launch of our super high-speed Gigabit Fibe network.

Positive results

All these initiatives have led to significant improvement in multiple national customer satisfaction scores.

Bell Mobility's Net Promoter Score, a measure of overall customer satisfaction, rose 14% in 2015 and is up 55% since 2011. Also in 2015, J.D. Power reported that Virgin Mobile provided the "Highest Ranked Purchase Experience among Wireless Providers" in Canada.

We've also seen positive momentum in residential services as Bell maintained its position as Canada's #1 TV provider. In its most recent Customer Interaction Metric study released in October, Nielsen Consumer Insights found that Bell Fibe TV and FibreOP TV were the top two TV services most recommended by customers in Canada.

By investing in team training, simplified billing, and better online and mobile service apps, Bell is steadily reducing customer complaints, even as we have become the fastest-growing broadband communications provider in Canada. The federal Commissioner of Complaints for Telecommunications Services (CCTS) received 17% fewer complaints about Bell and Virgin Mobile between August 1, 2015 and January 31, 2016 than in the same period the year before.

Responding to outages and emergencies

Bell technicians work tirelessly through weather-related outages to ensure that networks are repaired quickly. We also have strong relationships with local authorities to help those affected by emergency situations stay connected to loved ones.

During the 2016 Fort McMurray fire emergency, Bell supported the Canadian Red Cross to help those displaced as well as undertook emergency repairs. Bell Mobility covered all consumer mobile texts and call charges during the crisis period for Fort McMurray residents. We also added mobile data bonuses based on requests from the community. Bell Media played a role as well, airing radio public service announcements (PSAs), while helping to develop a television PSA to support fundraising efforts. We also delivered satellite TV service and big screen televisions from The Source to major evacuee shelters.

Leading network

Bell's business is built on our networks. With customers such as first responders, governments, top Canadian corporations, and individuals across the country depending on us, Bell dedicates significant resources to deploy and maintain our world-class wireless and wireline infrastructure in every province and territory.

Bell's plan to invest in network infrastructure is one of Canada's biggest capital investment programs. Customers are seeing the benefits, with our world-leading 4G LTE mobile network ranked #1 nationally in recent reports from [PCMag](#), and [OpenSignal](#).

LTE Advanced

In 2015, we launched LTE Advanced (LTE-A), the world's most advanced wireless technology in select communities in Canada including parts of British Columbia, Alberta, Ontario, Atlantic Canada, Yukon and Northwest Territories. We are on track to reach 75% of the population with LTE-A in 2016.

Throughout the very busy summer move period in Québec, our technicians work hard to meet a huge spike in demand for our services. In 2015, we connected a record number of customers to Bell services within two days of ordering. On July 1 alone, more than 2,000 technicians were on the road to meet our service delivery commitments.

In Québec, on July 1 alone, more than 2,000 technicians were on the road to meet our service delivery commitments.

Another important event in 2015 was the federal election campaign. Our Bell Business Markets, Field Services and Network teams stepped up to meet exceptional demand, setting up 220 returning stations within five days.

Launched in February, dual-band LTE-A offers theoretical data speeds up to 260 megabits per second (Mbps) with typical average speeds of 18 to 74 Mbps. In August 2015, in a North American [first](#), Bell gave LTE wireless a speed boost with the launch of Tri-band LTE-A technology, the fastest network technology anywhere, taking theoretical peak speeds up to 335 Mbps with typical average speeds of 25 to 100 Mbps. Both dual-band and tri-band LTE-A are capable of supporting virtually seamless HD video streaming, complex business tools and videoconferencing with virtually no wait time.

We also increased our 2500 MHz spectrum holdings in 2015 to support service to smaller communities and rural areas. In total, we've invested \$7 billion in spectrum and new mobile networks since 2006.

Bell supports the [largest](#) fibre network in Canada, spanning more than 196,000 kilometres. An Internet performance report commissioned by the Canadian Radio-television and Telecommunications Commission (CRTC) and released in March 2016 found that fibre-to-the-home (FTTH) connections like Bell's provide the best Internet service available in Canada today.

Gigabit Fibe

Designed to meet the growing data demands of Canadians at home and at work, our 2015 launch of Gigabit Fibe delivers the fastest available Internet with download speeds of up to 940 Mbps, with plans to increase to 1,000 Mbps (1 gigabit per second) or faster in 2016 as equipment evolves to support these speeds.

As part of the Gigabit Fibe rollout, we are planning to invest \$1.14 billion in Toronto to connect 1.1 million homes and businesses in the city to our new fibre network. The Toronto build is Bell's single largest infrastructure expansion project ever and is expected to be substantially completed by the end of 2017.

Bell's fast-growing Gigabit Fibe footprint is already the largest in the country, available to more than 2.2 million homes in Québec, Ontario and the Atlantic region.

In 2016, Bell plans another \$3.7 billion in capital investments, approximately \$1 billion in fibre alone to expand Gigabit Fibe service capability to 3 million homes and businesses by the end of the year.

Serving Canadian business

Canadian companies of all sizes depend on Bell services to compete and meet their own goals.

One reason for that is the fact that Bell is an established leader in data hosting and cloud computing. Our 27 data centres constitute the largest national network of state-of-the-art facilities in the country, providing Bell Business Markets customers with secure options to protect the critical business applications on which they depend. As with every other part of our business, we continuously upgrade this network. Most recently, we have added a new centre in Saint John and undertaken major expansions in Montréal and St. John's.

Connected by our leading broadband fibre networks, Bell data centres deliver secure managed hosting and cloud solutions to business and government so that our customers can avoid the high costs of maintaining in-house facilities and expertise. In 2015, the new Bell Control Centre offered a secure cloud-based platform that enables companies to securely manage network-connected devices over Bell's 4G LTE wireless network.

Investments in next-generation networks are continuing in 2016. Bell's partnership with IBM Canada Limited gives companies a seamless and secure way to connect to the IBM Cloud. We are also the **first** Canadian telecommunications provider to offer businesses access to Microsoft Azure ExpressRoute.

An essential link for communications and commerce

Our national voice and data network reaches all major Canadian metropolitan centres, as well as New York City, Chicago, Boston, Buffalo, Minneapolis, Ashburn (VA), and Seattle.

To address strong customer demand for a vast number of data-dependent applications, gaming and streaming video services, Bell continuously upgrades and grooms its core IP VPN (Internet Protocol, Virtual Private Network) so that customers can rely on its robust ability to transmit voice and data between main communications hubs across Canada.

COVERAGE MAP - CANADA

- LTE Advanced (LTE-A): average 12-100 Mbps
- 4G LTE: average 12-40 Mbps
- 4G HSPA+: average 3.5-14 Mbps
- Extended (EXT)



Coverage area as of May 24, 2016. Actual coverage may vary and is available with compatible devices. Check www.bell.ca/coverage for future network expansions. Speed may vary due to topography, environmental conditions, device type or other factors. Theoretical peak download speeds may vary.

HSPA speeds of up to 1.5 Mbps in the following communities in the North: Arviat, Baker Lake, Cambridge Bay, Gameti, Iqaluit, Lutselk'e, Nahanni Butt, Paulatuk, Rankin Inlet, Sachs Harbour and Ulukhaktok.

Privacy and data security

Bell has worked diligently to earn our reputation as a leader in the protection of customer privacy. We are acutely aware that if our confidential data becomes vulnerable in any way, our customer relationships and our brand would be seriously at risk.



Our commitment to protect customer information is explicitly laid out in the [Bell Privacy Policy](#) and reinforced continuously through extensive privacy training by all Bell team members to ensure they are aware of and respect the rights of consumers. Every year, Bell employees must

review and sign a code of business conduct that requires, among other things, the safeguarding and proper use of customer information.

Bell will not disclose a customer's confidential information to government agencies unless specifically compelled to do so by a legal authority or in the case of an emergency where the life, health or security of an individual is threatened. In normal circumstances, Bell will not disclose customer information without that customer's consent.

Bell is also dedicated to protecting our networks, systems, applications, data centres, records, and the business and personal information they contain against any and all threats, including cyber attacks, unauthorized access or entry, damage from fire, natural disaster and other events. Given that the vast majority of Canadian corporations use Bell services, we understand we have a unique obligation to protect the competitiveness of Canadian business by maintaining network security and stability. That entails continuous investment to upgrade performance and ensure the network is available 99.99% of the time. We also deploy defensive layers and controls such as system disruption protection, malware detection, security event monitoring, data loss prevention and intrusion prevention. By engaging in rigorous monitoring of network operations and regular testing, including fire drills, Bell ensures our network is prepared for any eventuality.

Bell is also an active contributor to the global conversation on privacy. As a participant in the not-for-profit, member-driven Information Security Forum, Bell helps lead the evolution and establishment of security and risk management practices. We also adhere to a number of international security standards and frameworks, including ISO 27001 (an international standard for information security management), the Payment Card Industry (PCI) Data Security Standard, and the Information Security Forum Standard of Good Practice.

More information on our privacy policy, including answers to frequently asked questions, is available on our website at [Privacy at Bell](#).

Protection of minors



Bell supports awareness and education for youth and parents on Internet safety through sponsorships of organizations such as [MediaSmarts](#) and the [Canadian Centre for Child Protection](#). For more information on these, please see the Community section of this report.

Accessibility

Bell believes the benefits of mobile technology should be easily accessible to everyone. Through initiatives like our [Accessibility Services Centre](#), Bell is helping to break down the barriers that limit access to communications technology for customers with speech, cognitive, physical, hearing and vision-related disabilities.

Designed to meet the [Web Content Accessibility Guidelines AA rating](#), our Accessibility Services Centre provides enhanced navigation for screen readers and keyboards. We offer a Mobile Device Selector

tool to help customers find devices with features such as screen magnification, TTY (teletypewriter) compatibility, external Braille support, and guided access mode. We also provide a dedicated team of agents, specially trained in the entire line of Bell products, services and accessibility options.

Our many accessibility initiatives are made possible in part by Bell's deferral account-related

program approved by the CRTC, through which we are investing \$25.4 million to fund initiatives that improve accessibility for persons with disabilities in Ontario and Québec.

In February 2016, Bell launched a number of [new accessible products and support services](#), including those with screen readers and hearing aid compatibility, video conferencing, assisted messaging, and voice calling services. The Mobile Accessibility app (available at no charge to Bell customers) integrates with the Android operating system to enable blind and low-vision customers to better navigate their devices.

Bell also actively supports the introduction of Video Relay Service (VRS) in Canada, an initiative that will replace traditional TTY telephone calling for sign-language users. VRS enables users to connect by video link to a sign-language interpreter who can provide real-time interpretation of telephone conversations. Working with the CRTC and the [Canadian Association of the Deaf](#) (CAD), and as a member of a provisional Board of Directors for a new central administrative body established by the [CRTC](#), Bell is committed to seeing VRS launch in Canada in a timely and efficient manner.

Through these and other improvements, Bell strives to remain among the world leaders in the accessible mobile telecom space.

Through its membership in the [Canadian Wireless Telecommunications Association](#) (CWTA), Bell actively participates in the Wireless Accessibility Committee, which focuses on accessibility issues for mobile products and services across Canada. For more information on accessibility at Bell, please visit our [Accessibility Services Centre](#).

Maintaining the highest standards

Bell is committed to the highest standard of service as we progress toward our goal of being recognized by customers as Canada's leading communications company. By improving the customer experience, enhancing our network, protecting privacy, and making our services accessible to all Canadians, Bell can positively contribute to both the Canadian economy and the broader community.

\$25.4 M

to fund initiatives that improve accessibility for persons with disabilities in Ontario and Québec



Bell Let's Talk

Bell extended its
commitment to mental
health by another
five years and at least
\$100 million

COMMUNITY

Community

Bell invests in the broader Canadian communities we serve through the national Bell Let's Talk mental health initiative as well as through a wide range of community projects and the volunteer engagement of our team members. These initiatives not only strengthen the communities involved, they also increase employee engagement because they reflect the deeply held values of team members.

Bell contributed \$19.4 million in community investment in 2015. In addition to the support provided through Bell Let's Talk, Bell supports a wide range of community initiatives, including programs for children & youth and arts & culture.



Bell Let's Talk



Bell Let's Talk launched in September 2010 as a five-year, \$50 million program to help create a stigma-free Canada and drive action in mental health care, research, and the workplace. In 2015, Bell extended its commitment to mental health by another five years and at least

\$100 million. From its inception, Bell Let's Talk has been the single largest corporate commitment to mental health in Canada.

Bell Let's Talk is helping Canada move mental health forward based on four action pillars: anti-stigma, care and access, new research and workplace leadership. Through the program, we are making a tangible difference for Canadians in a variety of ways, including:

Anti-Stigma

- 81% of Canadians say they are more aware of mental health issues than five years ago; 70% believe attitudes have improved and 57% believe stigma has been reduced
- The change is more striking among young people aged 18-24: 87% are more aware of mental health issues than five years ago, 79% think attitudes are better and 65% believe stigma has been reduced.



Access to care

- Bell Let's Talk has funded more than 600 partner organizations
- 450,000 people have received mental health support through a Bell Let's Talk-funded program, 240,000 of them children and youth
- 730,000 people have been helped through crisis lines
- 6,000 volunteers have received mental health training
- 1,000 Canadian military families have received mental health support.

AMBASSADORS OF BELL LET'S TALK DAY.



From left to right

Michael Landsberg, Mary Walsh, Marie-Soleil Dion, Michel Mpambara, Clara Hughes, Étienne Boulay, Serena Ryder, Howie Mandel and Stefie Shock.

Research

- Bell Let's Talk funded the world's first and only mental health and anti-stigma research chair at Queen's University. We also contributed \$2 million to Canada's only brain bank, expanding the Douglas-Bell Brain Bank; and we invested in Canada's next-generation top talent through a \$1 million research training fund in partnership with Brain Canada.

Workplace health

- As a leading employer, Bell has set an example as a funder and an early adopter of the voluntary National Standard for Psychological Health and Safety in the Workplace. We have also developed best practices for workplace health, including an enhanced return-to-work program, easy access to information, resources for team members, and the creation of a culture of support
- More than 8,000 leaders at Bell have received mental health training
- Thanks to these and other initiatives, we have experienced a 19% reduction in short-term disability claims for mental health-related issues since 2010.

More information about Bell Let's Talk can be found in our [Progress Report](#).

A Record Bell Let's Talk Day

People across the country and around the world continue to join the Bell Let's Talk Day conversation in unprecedented numbers, helping to reduce stigma and make the future brighter for the millions of Canadians affected by mental illness.

On January 27, during the [sixth Bell Let's Talk Day](#), Canadians and people worldwide responded with a record 125,915,295 texts, calls, tweets and shares in support of mental health. With Bell donating 5 cents for every interaction, this added \$6,295,764.75 to our commitment to Canadian mental health, which has now reached \$79,919,178.55.

New in 2016, Serena Ryder, Marie-Soleil Dion and Étienne Boulay added their voices to those of Clara Hughes, Michael Landsberg, Howie Mandel, Mary Walsh, Michel Mpambara and Stefie Shock on the [Bell Let's Talk campaign team](#). They were supported by dozens of corporations (including competitors), major sports teams and non-profit organizations such as Atlantic University Sport and others.

Thanks to international media coverage, especially on Bell Media properties, many [prominent Canadian and global figures](#) joined millions of Canadians in the Twitter conversation.

Bell Let's Talk funds several new mental health projects

Bell continued to invest in a broad selection of innovative programs aimed at improving care and access to care for those with mental health issues. Our major new commitments in 2015 and early 2016 included:

- \$150,000 for the Nunatsiavut Government's Aullak sangilivallianginnatuk – [Going Off, Growing Strong program](#) to enhance mental health services for youth in Nain
- \$1 million to Vancouver General Hospital and the University of British Columbia Hospital Foundation to support the new [Joseph & Rosalie Segal Family Health Centre](#), the largest purpose-built mental health facility in British Columbia
- \$1 million to the [Fondation de l'Institut universitaire en santé mentale de Québec](#) (FIUSMQ) to support groundbreaking research in biological diagnostics for early detection of mental illness through the retina
- \$1 million from Bell Let's Talk and RBC to [Rise Asset Development](#) to facilitate the expansion of Rise programs across Ontario, providing 50 new low-interest small business loans and training and mentorship to men and women with a history of addiction or mental health challenges
- \$500,000 in partnership with CHU Sainte-Justine to support Québec's [first Integrated Mother-Child Centre for Eating Disorders](#) to open a day hospital that will provide an intermediate level of care

- \$500,000 in partnership with the government of Yukon and Northwestel for the [FRIENDS](#) cognitive behaviour group-based intervention program providing mental health prevention and treatment services for adolescents at risk
- \$150,000 in partnership with the [Canadian Red Cross](#) for new training to help both first responders and the general public provide mental health support in emergency situations
- \$1 million in one-time grants of up to \$50,000 to 55 additional community organizations through the [Bell Let's Talk Community Fund](#) to improve access to mental health services at the local level
- \$250,000 in one-time grants to 15 community organizations through the [Bell True Patriot Love Fund](#) providing mental health support to military families and veterans across Canada.

Supported in part by gifts from Bell Let's Talk, several new or expanded mental health facilities opened in 2015, including Hôpital Charles-LeMoyne's adolescent psychiatry unit which doubled the number of beds available, enhancing treatment, and offering patients more privacy. As well, the CIUSS de la Capitale-Nationale (CHU de Québec) opened a new short-term psychiatric unit that provides patients with an improved healing environment.

In early 2016, the Centre for Addiction and Mental Health (CAMH) and Bell Let's Talk launched the [Portico](#) Network, an online interactive platform that connects health and community service providers to the latest clinical tools, resources and information about treating mental illness and addiction.

Employee giving

Bell is also committed to encourage our employees' values and aspirations by actively augmenting the support they provide to a wide range of interests that go beyond the corporate focus on mental health. Through our Employee Giving Program, Bell matches donations that team members make to United Way/Centraide – and its many different agencies – the Canadian Mental Health Association and Canadian universities and colleges. The company covers all administrative costs of the Employee Giving Program, which means that, because most contributions are made through payroll deduction, 100% of the funds go to the charity. Bell also provides grants to charities based on and in recognition of the volunteer time commitments of team members themselves.

Through the Employee Giving Program, Bell team members and pensioners donated more than \$2.2 million to charities in 2015.

Children & youth

Our young people face challenges that simply did not exist for earlier generations. Many of these have emerged as the result of the evolution of communications technology, giving Bell a special role in helping our communities and families deal with them. To that end, Bell partners with organizations such as the Canadian Centre for Child Protection, MediaSmarts, Free the Children, Computers for Schools and programs like Backpacks for Kids, RE*Generation and online safety initiatives. These initiatives help Canadian children overcome difficulties, build self-esteem, play, learn and grow in new ways.

Online safety

Bell is dedicated to keeping Canadian children safe online. We are a proud founding supporter of the Canadian Centre for Child Protection, contributing \$150,000 annually to promote cyber safety. The funds support Cybertip.ca, a national tip line for Canadians to report their concerns about online sexual exploitation of children and to raise awareness of the issues so that children are better protected when they use the Internet.

Collectively, our team devoted more than 361,000 hours of volunteer time to build stronger communities through their support of sport and charitable organizations. Throughout the year, Bell volunteers could be found building homes, putting care packages together, cleaning up community centres, fundraising, and collecting toys and school supplies for kids, to name just a few of their activities.

Bell is also a founding partner of [Kids Help Phone](#), supporting the mental health and well-being of young people. Employee volunteers continue to help organize and participate in the annual fundraising event, Walk So Kids Can Talk. In 2015, Bell Canada, Bell Media, Bell Aliant and The Source team members canvassed for pledges and participated in local walks, raising a total of \$349,747. Since the event began in 2002, Bell team members have raised more than \$10.2 million.

Since 2002, Cybertip.ca has provided more than 11 million pieces of educational material to schools and families across the country.





Kids Help Phone, Walk So Kids Can Talk.

Since its inception in 2002, Cybertip.ca has received more than 180,000 reports from the public and has provided more than 11 million pieces of educational material to schools and families across the country. In 2015 alone, Cybertip.ca received more than 37,000 reports from Canadians.

Bell's donation also supports the Centre's initiatives to reduce "sexting" which is when young people create, send and share sexual imagery online or via texts. Bell has funded two guides to help parents and educators address the issue. Bell also helped the Centre launch needhelpnow.ca which provides young people with practical advice on dealing with sexting situations. In November 2015, the Centre provided the existing guide free of charge to schools and law enforcement and has already distributed over 3,000 copies.

As a founding supporter of MediaSmarts, Bell donated \$50,000 in 2015 to help improve media and digital literacy for young people and their families. Working closely with academics, broadcasters, telecommunications service providers and Internet-based organizations, MediaSmarts develops educational materials and programs such as online tutorials to assist parents with strategies for

the digital generation, a web-awareness workshop series for teachers and librarians, and a media literacy week to build public awareness of the importance of digital consumers developing critical-thinking skills.

In 2015, Bell and MediaSmarts developed two new workshops to promote a positive online experience for teens and pre-teens using social media. The first one, *Respecting Yourself and Others Online*, helps students in grades 7 to 9 develop critical-thinking skills and strategies to support respectful interactions and minimize the risk of negative experiences. The second workshop, *The Parent Network: Social Media and Your Kids*, helps parents understand the connected world of kids and teens and provides tips and tools for maximizing the positive opportunities of social media.

Bell is also proud of its role as a founder of the Canadian Coalition Against Internet Child Exploitation and its Cleanfeed Canada initiative (operated by Cybertip.ca). This was developed to reduce Canadians' exposure to child abuse images and create a disincentive for those who access and distribute child pornography.

Free the Children: We Day

Bell spread the influence of inspiring speakers and popular performers as they engaged tens of thousands of Greater Toronto Area youth leaders at the 2015 Free the Children's We Day. As the broadcast partner, Bell Media's MTV helped gather more than 110,000 student leaders and supporters in Toronto to celebrate positive activism in local and global communities. Bell Media aired the one-hour specials on both CTV and MTV.

Backpacks for Kids

Bell team members across Canada support the Backpacks for Kids program, collecting school supplies for kids in need to help them get ready for back to school. In 2015, team members responded enthusiastically once again, filling more than 14,100 backpacks that were distributed to schools and community groups across Canada, including more than 300 in the Atlantic region.

Virgin Mobile RE*Generation

Virgin Mobile RE*Generation focuses on investing in job skills training programs that help at-risk and homeless youth gain skills to get jobs. Approximately 225,000 Canadian youth are out of work or not in school and more than 6,000 sleep on the streets on any given night. Recognizing the barriers to finding jobs, Virgin Mobile RE*Generation has raised more than \$3 million since 2008 to help charities provide in-demand skills training, which helps youth gain the skills, connections and experience they need to gain employment and stability. In 2015, \$466,000 was invested in priority areas of skills training and job readiness in programs delivered by six charities: NPower Canada (Toronto); Eva's Phoenix (Toronto); Broadway Youth Resource Centre (Vancouver); Threshold School of Building (Hamilton); Spectre de rue TAPAJ (Montréal); Wood's Homes (Calgary). In 2015, 193 young people were trained and 141 found jobs through the program's charitable partners. For more on the impact of Virgin Mobile RE*Generation, please click [here](#).

Since 2008, Virgin Mobile RE*Generation has raised over \$3M for the cause.



Young people benefiting from the Virgin Mobile RE*Generation program.



Supporting youth in the North



Northwestel's Yukon First Nations Graduation.

Northwestel sees young people as critical to development in the North. To help make the most of their potential, the company provides ongoing support to organizations such as the Beaufort Delta Education Council, Aurora College, the Fort Nelson Public Library, Special Olympics Yukon, and Sports North. In June 2015, Northwestel partnered with the Yukon First Nations Graduation Society to support the 40th annual Yukon First Nations Graduation Ceremony. Northwestel's donation of \$5,000 not only supported the event; it also funded Northwestel Community Award scholarships for two students to recognize their significant contribution to their school community and for their involvement in school groups.



Graduates from the Northwestel's Yukon First Nations Graduation.



Computers for Schools



Bell also supports the **Computers for Schools** program, which provides refurbished computers to primary and secondary schools as well as other non-profit organizations.

This program is ISO 14001:2004 certified and has been audited and approved by the RQO (Recycler Qualification Office) under the ERRP (Electronics Reuse and Refurbishing Program). It has also been selected as an EPRA-Québec (Québec Electronic Products Recycling Association) reuser/refurbisher.

In addition to chairing and managing the program in Québec, Bell also provides space for a workshop and office management. CFS encourages reuse, social reinsertion and environmentally sound recycling.

In 2015, Bell and its subsidiaries donated 11,315 used computers (4,660 computers more than in 2014, a 70% increase), 1,266 screens and 511 printers, bringing Bell donations since the beginning of our involvement to more than 74,000 computers, 15,000 screens and 4,000 printers.

Arts & culture

Bell is proud to continue a long tradition of support for Canadian arts and culture, working with a variety of partners to enrich the communities we serve through the encouragement of creative expression. These initiatives, some of which are detailed below, range from a full roster of summer festivals in Québec to grants for school musical instrument programs.

Celebrating the northern culture

Northwestel continues to invest in programs and organizations that work to promote northern culture through artistic expression. In 2015, we helped fund initiatives such as the Directory Art Cover contest, Directory Recycling Program, Nunavut Arts Festival, Yukon Arts Centre's Lovers Series and the Alianait Arts Festival.



Beneficiaries of the Computers for Schools program.

Bell and its subsidiaries donated 11,315 used computers.

The North is home to a rich and prominent Aboriginal culture in which Northwestel continues to invest to recognize and help sustain the unique heritage and contributions of First Nations people in the region. In 2015, Northwestel contributed \$10,000 to support National Aboriginal Day celebrations with a feast of traditional First Nations fare in Whitehorse, YT and Yellowknife, NT.

Bell Media supports cultural events

Bell Media lends its support to the annual [Culture Days](#) celebration, a national initiative aiming to build a network of cultural connections providing Canadians with opportunities to participate in, and appreciate, all forms of arts and culture. In 2015, thousands of artists, individuals, organizations and communities hosted more than 7,600 free, hands-on, interactive activities for public in almost 900 towns and cities. Bell Media promoted events by airing national radio and television public service announcements, as well as talent engagement.

The 2015 imagineNATIVE festival, an international event that celebrates the latest works by indigenous peoples, attracted 17,381 attendees.

Bell Media was once again the presenting sponsor of the 16th edition of [imagineNATIVE festival](#), an international event that celebrates the latest works by indigenous peoples at the forefront of innovation in film, video, radio, and new media. The 2015 event, which Bell Media supported through event coverage, interview opportunities, and talent/executive hosting opportunities, attracted 17,381 attendees.

Tangible benefits funding

As part of our acquisition of Astral Media Inc. (Astral), Bell has committed to pay \$246.9 million in tangible benefits to develop French- and English-language TV, radio and film content, support emerging Canadian musical talent and enable new media training and consumer participation initiatives in the Canadian broadcasting industry. In 2015, our tangible benefits funding went to organizations such as:

- The Centre for Aboriginal Media, to promote and exhibit films, videos, and audio and digital media artwork by indigenous artists to Canadian and international audiences at the imagineNATIVE Film + Media Arts Festival in Toronto
- Les Journées de la culture, coordinated by Culture pour tous, a Québec-wide, free three-day event of arts and culture. Our contribution supported the redesign and development of web platforms to spread the impact to more audiences
- MediaSmarts, a Canadian not-for-profit organization, to fund initiatives promoting digital and media literacy in Canadian homes, schools, and communities
- MusiCounts, Canada's music education charity associated with The Canadian Academy of Recording Arts and Science (CARAS), to help provide grants to schools at all levels across the country to enable them to buy musical instruments
- The National Music Centre's Artist-in-Residence program, which enables diverse artists to create innovative work in a unique world-class facility
- The National Screen Institute's Totally Television program, which helps creative writer/producer teams refine their concepts for TV series and secure development deals with broadcasters
- The National Theatre School, to provide training to enhance the skills transfer as actors move from theatre to cinema, television, web and other platforms
- The Toronto International Film Festival (TIFF), to support the new Primetime program presenting the best in international television on the big screen
- Wapikoni Mobile, which operates mobile studios equipped with the latest digital technology for music and video production that are taken to Aboriginal communities to break the isolation of youth by providing them with the opportunity to develop artistic, technical, social and professional skills
- Broadcast journalism scholarships in 2015 supported St. Thomas University (Fredericton), University of King's College (Halifax), Université Laval (Québec City), Université de Montréal (Montréal), Université d'Ottawa (Ottawa) and Université de Sherbrooke (Sherbrooke).



At least 52% of electricity we consumed in 2015 was from renewable sources

925,000
Bell collected almost 925,000 modems and more than 1 million TV receivers in 2015

ENVIRONMENT

Environment

The business service solutions industry, of which Bell is a leading member, has the potential to truly make a difference in the global pursuit of lower-carbon economies. Efficiencies derived from our business service solutions enable Bell to mitigate its own carbon footprint and the services we sell enable customers and partners up and down our supply chain to successfully pursue their own carbon reduction strategies.

We have been implementing and maintaining programs to reduce the environmental impact of our operations for more than 20 years

Commitment to environmental leadership

From a business perspective, a deep commitment to environmental protection is core to our sustainability vision and aligns with our strategic imperative to achieve a competitive cost structure. Just as important, our determination to minimize our carbon footprint and safeguard the environment in every aspect of our operations reflects the deeply held values of the company and our employees, as well as the expectations of customers, investors and the public at large.

Our environmental management system has been ISO 14001 certified since 2009, making us the first Canadian telecommunications company to be so designated.

Our most challenging environmental issues are energy consumption and the associated carbon emissions, petroleum tank management, waste management, and electronic device recovery. Not only do our operations consume energy, especially in data centres, but so does every device in a customer's hands that connects to our network. As smartphones and other devices get smarter, they consume more energy. In order to provide seamless access and faster service for these devices, we continue to expand our network coverage.



This creates more waste as we replace outdated infrastructure with modern technology such as fibre optic cable. Similarly, customers are changing their devices more frequently today, creating a steady stream of e-waste. Since we sell this technology, we recognize that we also have a duty to minimize the number of discarded devices sent to landfill. Keeping track of these issues takes a dynamic and responsive management system.

At Bell, we have been implementing and maintaining programs to reduce the environmental impact of our operations for more than 20 years. Our environmental management system has been ISO 14001 certified since 2009, making us the first Canadian telecommunications company to be so-designated. Our diligent work to sustain this certification and our environmental protection performance in general have been recognized by numerous external organizations. In 2015, for example, Bell was named to the Euronext Vigeo – World 120 stock index (the 120 most advanced companies in the European, North American and Asia Pacific region), the Ethibel Sustainability Index (ESI) Excellence Global (which contains companies from Europe, North



America and Asia Pacific that display the best performances in terms of corporate social responsibility), Deutsche Boerse's STOXX® Global ESG Leaders indices (a wide range of sustainability indices investors can use as the basis for sustainable investment). We are also listed on Newsweek's Green Rankings, one of the world's foremost corporate environmental rankings of the 500 largest publicly traded companies. BCE placed 110th globally and 6th for Canada, the only Canadian telecommunications company to be listed.

Many of our services and processes enable carbon abatement for us and our customers, from audio- and videoconferencing that substitute for air travel to e-billing, and from cloud computing and virtualization to sustainable real estate practices.

To learn more about our environmental management system, please see our [website](#).

Managing our carbon footprint

Bell team members save energy and reduce GHG emissions by minimizing the time our vehicles are left on idle, increasing energy efficiency at Bell facilities and using Smart Meeting tools such as VideoZone as an alternative to travel. As well, we are visible supporters of broader environmental initiatives such as Earth Hour, when most Bell buildings across Canada go dark, along with signs on major venues such as the Bell Centre in Montréal.

Bell has long understood that the use of its products and services helps fight climate change by reducing the carbon footprint within our operations and those of our customers. More than that, we understand that adherence to environmental protection initiatives produces positive benefits for the business. Our carbon-reduction efforts help us spend less on fuel and electricity, which also supports one of our key corporate strategic imperatives: to establish a more competitive cost structure. Thus, carbon-reduction initiatives have a tangible positive effect on Bell's bottom line.

As an active member of the Global eSustainability Initiative (GeSI), we support the findings of the organization's SMARTer 2030 report, released in June 2015. The GeSI study estimated that widespread deployment of business service solutions could save up to 10 times the carbon emissions generated by the sector itself.

The scientific consensus is that GHG emissions, especially carbon dioxide (CO₂), are major contributors to climate change. Our critical infrastructure and facilities must provide a consistent, secure and reliable environment in which to operate our network and IT infrastructure and to house employees. Our operations depend on how well we protect our networks as well as other infrastructure and facilities against damage from natural disasters, including seismic and severe-weather events such as ice, snow and wind storms, flooding, hurricanes, tsunamis and tornadoes. Scientists generally agree that global climate change could exacerbate some of these threats, including the frequency and severity of weather events.

From a long-term perspective, we hold to a fundamental commitment to continue developing business service solutions such as cloud services, e-billing and virtualization that reduce carbon footprint, both for our customers and for ourselves.

Bell fosters innovation and entrepreneurship by engaging with cleantech clusters, such as [Écotech Québec](#), that are focused on accelerating the development of clean technology. Through such partnerships, Bell aims to support local innovation and to liaise with cleantech entrepreneurs to improve our environmental performance. Bell leads by example, demonstrating in our own operations some of the many practical ways that business service solutions offer simple and smart ways to improve productivity while reducing energy costs and GHG emissions. Our initiatives include:

- Virtualization and cloud computing that ensure optimal use of space, power and cooling resources by consolidating servers and storage
- Electronic controls coupled to the communication network to reduce energy consumption in buildings
- Telemetry systems that reduce idling and optimize the routes of commercial vehicles
- Teleconferencing that reduces travel needs
- Social networks that facilitate car pooling and car sharing
- Virtual products (books, newspapers, magazines) and electronic transactions.

In 2015 we saved 29.47 GWh or 3,500 tonnes of CO₂ equivalent of electricity in our buildings, data centres and networks even as our company grew.

Our approach also includes quantifying risks and opportunities stemming from climate-change issues with a view to leveraging Bell's products and services to enable carbon reduction. This entails identifying the potential impact of severe weather on our operations with the Business Continuity team as it assesses threats, vulnerabilities and impacts on our business and develops risk-mitigation plans. We monitor the potential for current and future climate-related legislation, policy and regulations that may also impact our business, and report on these findings to the Security, Environment, Health and Safety oversight committee (SEHS) twice a year.

At an asset level, our corporate real estate, risk management, and business continuity teams assess risks and opportunities for our buildings, networks and fleet. Buildings and networks are prioritized by how essential they are to the continued delivery of key communication services. This leads to plans for mitigating risk and improving operations. Natural disasters and energy costs are the most significant issues for our risk-and-opportunity assessment.

In 2008 we created the Energy Board, a management-level committee reporting to the SEHS, to support Bell's climate policy to meet our carbon emission objectives. This committee's specific mandate is to identify and ensure the implementation of energy-reduction initiatives in our vehicle fleet, buildings, telecom network, IT infrastructure and business travel program.

We also align incentives with environmental objectives. That has produced measurable success. In 2015, for instance, we saved 29.47 GWh or 3,500 tonnes of CO₂ equivalent of electricity in our buildings, data centres, and networks even as our company grew.

Greenhouse gas (GHG) emissions

As a conscientious corporate citizen, Bell takes seriously its responsibility to control and reduce its GHG emissions where possible. Verification of the data provided and assumptions made can be found in our [Greenhouse Gas Emissions Report](#).

EMISSIONS (2014-2015)

(KILOTONNES OF CO ₂ EQUIVALENT)	SCOPE DESCRIPTION	2015	2014	TRENDS
Scope 1	Direct GHG emissions from sources that are owned or controlled by Bell	133.57	140.16	↓
Scope 2	Indirect GHG emissions associated with the consumption of purchased electricity, heat, steam and cooling	221.66	262.30	↓
Scope 3	Other indirect GHG emissions related to Bell business travel activities	8.52	9.52	↓
Total		363.75	411.98	

2015 ENERGY CONSUMPTION

	CONSUMPTION IN MWH EQUIVALENT	CONSUMPTION IN GJ EQUIVALENT
Fuel (Scope 1)	536,997	1,933,033
Electricity (Scope 2)	1,870,799	6,734,339
Total	2,407,796	8,667,372

As noted earlier in this report (see [page 13](#), Importance of the business model), Bell's vertical integration, which includes installation and construction often outsourced by other communications companies, affects our Scope 1 GHG generation emissions. As well, our Scope 2 emissions are affected by our aggressive diversification into broadcast and other lines of business to sustain the company's growth.

Compared with 2014, Bell's carbon footprint decreased 48.2 kilotonnes (12%). The largest portion of the decrease is attributable to Scope 2 emissions, which were down 40.6 kilotonnes. Bell's electricity consumption has gone up, mainly due to the growth of our business in the last few years, and in particular the expansion of our wireline and wireless operations which has greatly affected our electricity consumption. However, this increase has been fully offset by the significant decrease in emission factors due to cleaner energy sources.

In terms of Scope 1 emissions, we decreased the quantity of fuel consumed by 7% thanks to various initiatives such as the implementation of a corporate idling reduction policy and the replacement of more than 1,200 vehicles by newer models with better fuel efficiency. Other factors, such as a less severe winter, also contributed to this reduction. Overall, the effect has been to lower our carbon emissions from Scope 1 by 6.6 kilotonnes. We also decreased our Scope 3 emissions by 1.0 kilotonnes due to corporate policies and control mechanisms that limit business travel and encourage our employees to use our teleconferencing and videoconferencing services.

Impact of wireline expansion

Significant growth in wireline operations increased our consumption of electricity in 2015. For example, we extended the network so that we now can deliver IPTV coverage to 6.2 million customer locations. As a result, we ended the year with 1,182,791 Bell IPTV subscribers, 26.7% more than a year earlier. In addition, we operate the largest group of data hosting centres in the country. These provide services such as managed hosting and cloud computing to the country's largest organizations, as well as housing Bell's remote collaboration tools such as videoconferencing and teleconferencing, all of which are gaining in popularity as customer organizations seek to improve their productivity and reduce their costs. While these data centres increase Bell's energy use, they enable customers to reduce their own energy use.

Impact of wireless expansion

Wireless expansion also increased our consumption of electricity in 2015 as we continually extend the reach and quality of our mobile networks to offer our services to more customers and to accommodate the increasing demand for bandwidth. This increased demand is driven by the proliferation of smartphones, which enable people to browse the Internet, watch TV and engage in social networking activities, all on their mobile phones.

We continually extend the reach and quality of our mobile networks to offer our services to more customers and to accommodate the increasing demand for bandwidth.

It is noteworthy that, in 2015, we acquired 36% and 43% of total new postpaid gross and net activations, respectively, among the three national wireless carriers. At year end, 78% of our postpaid subscribers were using smartphones, up from 76% a year earlier, as we continued the rapid expansion of our 4G LTE wireless network to reach 96% of the Canadian population.

Renewable Energy

At least 53%¹ of the 1,870,799 MWh of electricity we consumed in 2015 was from renewable sources such as hydro, wind, tides and the sun. Of this, 95% is from hydro sources.

The Bell network also generated approximately 450,000 kWh of renewable energy in 2015 from solar and wind power sources. Our 11 photovoltaic and diesel hybrid power systems in the territories generate 80,000 kWh of renewable energy every year. The systems saved 110,000 litres of diesel (and approximately \$200,000), the equivalent of 308 tonnes of CO₂.



Windular's state-of-the-art hybrid wind and solar systems on Bell's Nungesser Lake tower site in Ontario.

Bell Canada and Windular Research and Technologies have partnered on a North America-first pilot initiative installing Windular's state-of-the-art hybrid wind and solar systems on Bell's Nungesser Lake tower site in Ontario. This site connects northern communities such as Pikangikum, North Spirit Lake, Sachigo Lake and Muskrat Dam to our network. It also provides Bell Mobility Radio trunk service for public safety initiatives of the Government of Ontario.

The Nungesser site is the first installation of Windular's technology in North America and only the second of its kind in the world, reinforcing Bell's leadership in the deployment of innovative renewable energy technology in the telecom sector.

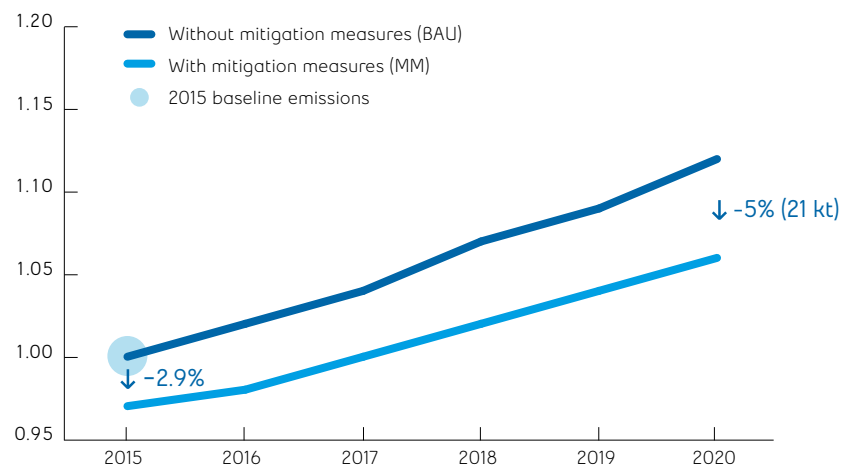
1. Calculation based on the 2013 data from the *Electricity in Canada: Summary and Intensity Tables of the Canadian National Inventory Report (1990-2014)*, published April 14, 2016 on the United Nations, Framework Convention on Climate Change website.

Bell's Nungesser site has historically been powered by dual-cycling diesel generators. Windular's hybrid renewable energy system replaces those generators, using the wind and sun as the primary power sources to charge the site's batteries. This initiative will reduce the time diesel generators run, thus cutting fuel consumption and carbon emissions. In fact, we estimate the system could save more than 10,000 litres of fuel a year while providing enough power to cover the 17,500 kWh site load.

The results of the pilot project will enable us to evaluate the potential of this new technology to provide long-term, cost-effective, renewable energy for our off-grid tower locations that serve remote communities.

Bell's energy-saving objective

RATIO OF ANNUAL EMISSIONS TO 2015 BASELINE EMISSIONS



As a recognized environmental leader, Bell is working on a new approach to setting emission-reduction objectives using a science-based methodology with the CDP – a global organization that helps companies improve their sustainability initiatives – and its various partners such as World Resources Institute (WRI) and Groupe AGÉCO. This methodology aims to limit global temperature rise to 2°C above pre-industrial levels. We will use this as a base for determining how such objectives could be achievable in Bell's operations.

This is an ambitious endeavor that we expect to conclude some time in 2018. In the interim, Bell intends to implement mitigation measures that seek to reduce our energy and fuel consumption, and therefore cut our annual greenhouse gas (GHG) emissions intensity, by 5% of Business As Usual levels (BAU) by the end of 2020. This would represent a reduction of approximately 21 kilotonnes of CO₂ equivalent emissions by 2020.

The Bell team has made substantial progress in this area since 2008. By reducing electricity consumption at Bell facilities, improving fuel efficiency in company vehicles, and using phone, video and web conferencing tools to curtail business travel, we have prevented the release of more than 54 kilotonnes of CO₂ equivalent emissions, saving more than \$60 million. The table below illustrates the cumulative savings for the three focus areas.

SAVINGS, 2008-2015

	ELECTRICITY	FUEL	TRAVEL
Energy	276.93 GWh	7.91 million litres	N/A
CO ₂ equivalents	31.00 kilotonnes	18.60 kilotonnes	4.66 kilotonnes
This is the same as...	Electricity for 27,693 homes for a year	Fuel for 143,788 tanks of gas in a mid-sized car	Fuel for 7,247 airplane trips across Canada

Recognizing the need to understand the footprint of our operations in a meaningful way, Bell has established an indicator to measure energy consumption intensity (ECI).¹ This tracks electricity consumption per network usage and showed a 33% year-over-year improvement in 2015 alone.

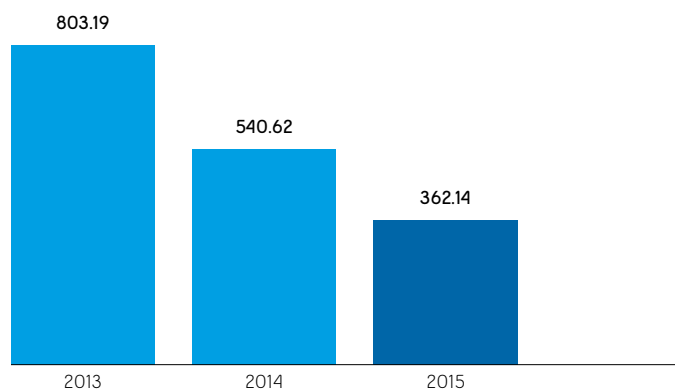
No matter how we define our ultimate objective, Bell's Energy Saving program is an important part of getting to our targets. The program focuses on three areas: our facilities, our fleet and substituting technology for travel. It also enhances our cost competitiveness by offsetting rising energy costs.

While our own footprint is increasing, we help our enterprise customers reduce their energy needs, cut carbon emissions and enhance productivity by hosting their servers in our highly energy-efficient data centres, and by connecting their devices through our machine-to-machine (M2M) services. M2M services are typically used to optimize fleet management, logistics, distribution and manufacturing processes. Overall, this is a net gain for the planet's carbon load. For more details about the carbon reduction-enabling effect of business service solutions, please consult the SMARTer 2030 [report](#).

VIRTUALIZATION

Virtualization is a systematic approach to limiting the carbon footprint of our data centres by optimizing space, power and cooling through the consolidation of servers and storage. In 2015, we removed the equivalent of 918 devices under this program. Through consolidation and virtualization, we also optimized 63% of our physical servers, up from 58% at year-end 2014. At the end of 2015, 90% of the servers in our internal IT architecture were virtual. This reduced capital requirements and saved approximately 3,660,000 kWh, enough energy to heat 366 households for a year. It also resulted in a year-over-year reduction of 558 tonnes of GHG emissions.

BELL ECI (MWH/PB)²



1. Including Bell's operations in Atlantic provinces. Please note that 2013 and 2014 data have been adjusted compared with previously reported numbers to include the former Bell Aliant's Atlantic operations
2. Energy consumption intensity (ECI): Electricity Consumed (MWh) divided by Network usage (PBytes). Network usage includes residential and wholesale Internet, business Internet dedicated (BID) and virtual private network (VPN), IPTV and Inter-Network Exchange (INX). Also please note that as methodology for gathering the network usage differs from one carrier to another, the ECI itself cannot be used to directly compare carrier performance.

CONFERENCING SOLUTIONS

Audioconferencing and videoconferencing solutions provide a quick, convenient and cost-effective way for multiple people to simultaneously communicate, improving efficiency and reducing the need for travel. These solutions – in particular audioconferencing – also offer significant benefits for business continuity, enabling team members to work effectively from any location if an incident prevents access to the normal workplace.

Bell has deployed more than 1,300 dedicated [VideoZone](#) endpoints throughout the company, from Vancouver to St. John's, including more than 700 we added in 2015.

Videoconferencing is a fast-growing tool used 11 times more often today than just seven years ago. In 2015, Bell team members held 157,978 VideoZone conference calls. Assuming that 1 in every 10 video calls allows us to avoid \$750 in travel costs, in combination with other factors, videoconferencing helped Bell save approximately \$12 million in 2014. Bell team members also held 988,707 [AudioZone](#) calls last year, an increase of 6% over 2014.

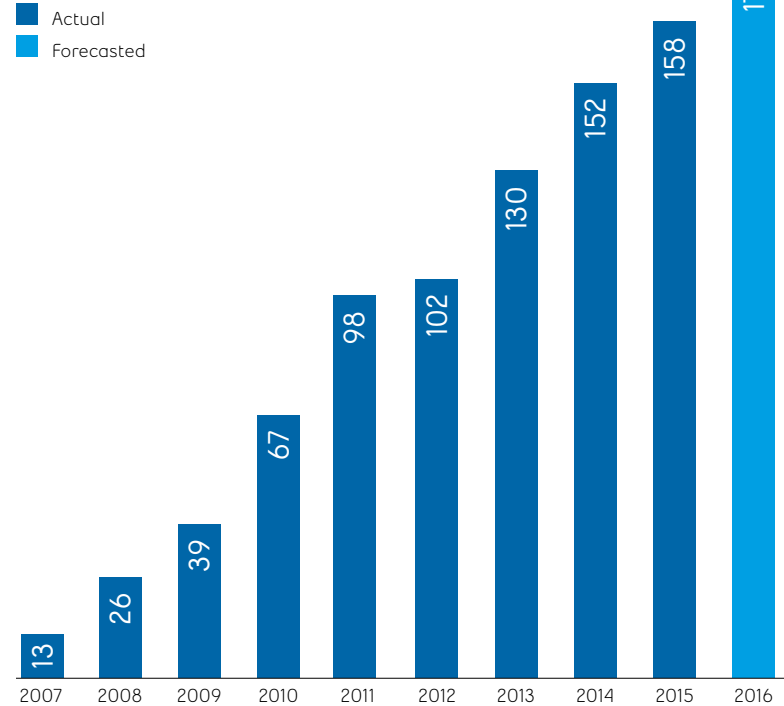
These same technologies also help our customers address their own environmental-protection and cost-reduction priorities every day.

The use of conferencing solutions depends on the variable nature of business travel, access to technology – especially in the case of videoconferencing – and the degree to which users understand the technology. However, we anticipate usage to continue to grow as these technologies become part of the everyday business environment.

For more details on energy-saving initiatives at BCE, please see our [website](#).

VIDEOZONE/CALL VOLUME GROWTH

Number of video calls (in thousands)



Managing petroleum storage tanks

Bell's petroleum storage tanks are essential to meeting our day-to-day needs for heating facilities. They are also critical assets in emergencies such as the major ice storms of 1998 when areas of Montréal were without power for extended periods. Our storage tanks may be above ground or under ground. Above-ground tanks are preferable, because they are easier to secure and inspect.

Because we understand the environmental risks associated with every aspect of petroleum handling, our standard of care for these tanks generally surpasses the regulatory requirements placed on us by federal, provincial and, in some cases, U.S. state regulations governing the installation, operation and removal of petroleum product tanks.

Of Bell's 2,900 petroleum storage tanks, 91% are above ground. We manage and monitor our petroleum storage tanks and equipment to maintain their integrity and prevent accidental spills. We perform

annual inspections on every tank and conduct compliance audits as required by regulations. Our rigorous plan for managing our equipment also entails:

- Reducing the number of tanks and minimizing the installation of underground tanks
- Replacing underground steel tanks with double-walled, non-corrosive, fibreglass tanks
- Replacing single-walled above-ground tanks (with a capacity above 4,000 litres and located outside buildings) with double-walled tanks
- Ensuring that the equipment inspection program is rigorously followed.

We execute a multi-year plan to replace or upgrade all of our tanks, with all facilities plotted on a risk matrix and replaced or upgraded based on the priority in that matrix.

Managing waste

Diverting waste from landfill

As with energy consumption, a company's business model directly impacts the amount of waste it generates. Generally speaking, companies with greater vertical integration produce a higher proportion of their industry's waste.

Unlike other telecommunications companies, Bell has integrated its installation and construction functions. This makes us accountable for managing our network waste ourselves. Outsourcing such functions would allow us to reduce our waste-to-landfill results, but we would not be able to maintain direct control over functions that directly impact customer service and operations.

To minimize the amount of waste we send to landfill, Bell runs several programs to reduce, reuse, recycle or use as fossil fuel substitutes the products and materials required to operate our business.

In 2015, we reduced the amount of waste we sent to landfill by 2.2 percentage points – meaning we diverted 71.6% of waste. We achieved this through expanded services, employees' segregation efforts in our administrative buildings, and an increase in the number of customer-facing products recovered.

Our general objective for 2016 is to improve awareness in each function that generates residual materials. We will also analyze our network operation recovery program to identify opportunities to improve its efficiency and to facilitate sorting by employees. We will also improve recycling and composting services at 25 administrative buildings to further reduce waste sent to landfill.

Three decades ago, we established a program to reuse and recycle our network equipment, including telecommunication cables, terminals, utility poles, cable reels and wood pallets. Today, we equip all of our work centres with recycling bins where materials are collected and sent directly to our recycling business partners. In 2015, waste from operations represented 65% of all waste produced at Bell. We diverted 71% of this from landfill. Our administrative buildings produced 24% of the total waste in 2015. Of this, 61% was diverted from landfill.

We noted an increase in the diversion rate, mainly due to more battery removal projects, which are 100% recyclable materials. We still face a challenge with fibre optic cable, which cannot be recycled or reused at this time and we continue to seek partners to explore ways to valorize this material. When setting our objective to divert 75% of waste from landfill by 2016, we considered the number and type of network project activities. Recovery, however, depends on waste generation, which is a result of the number of projects we carry out in a year. While we recognize that less waste is better, we also recognize that the type of waste we generate has an impact on diversion.

WASTE MANAGEMENT (2014-2015)

FUNCTION	BELL 2015 ¹			BELL 2014		
	RECYCLING/VALORIZATION (METRIC TONNES)	LANDFILL (METRIC TONNES)	DIVERSION RATE %	RECYCLING/VALORIZATION (METRIC TONNES)	LANDFILL (METRIC TONNES)	DIVERSION RATE %
Office	3,660	2,377	61%	2,954	2,479	54%
Operations	11,586	4,819	71%	12,539	5,278	70%
Customer-facing	2,936	0	100%	2,105	0	100%
Overall	18,182	7,195	71.6%	17,599	7,757	69.4%

1. For 2015, only TV receivers, modems, and lead-acid batteries are included in waste data for Bell's Atlantic operations. We expect to integrate the remaining categories of waste for Atlantic Canada in 2016.

In 2015, we focused substantial efforts on reducing TV receiver packaging. For two models, representing approximately 3,900 units, Bell stopped sending a cardboard box and two Styrofoam protectors, significantly reducing waste. In total, this initiative saved 1,638 kg of corrugated cardboard and 1,354 kg of Styrofoam.

SAVINGS FROM NEW PACKAGING INITIATIVE (2015)

PRODUCT	INITIAL CARDBOARD WEIGHT (G)	NUMBER OF UNITS SENT IN 2015 WITHOUT BOXES/ENDCAPS	TOTAL REDUCED CARDBOARD WEIGHT (KG)	STYROFOAM ENDCAP WEIGHT (G)	NUMBER OF ENDCAPS REMOVED	TOTAL REDUCED STYROFOAM WEIGHT (KG)
5900 satellite models	432	2,500	1,080	198	2	990
9242 satellite models	431	1,400	603	130	2	364
Total			1,683			1,354

For more details on waste management at BCE, please see our [website](#).

Environmental stewardship for electronic devices

CUSTOMER-FACING ELECTRONIC DEVICES RECOVERY (2014-2015)

ITEM	TREND	AMOUNT COLLECTED 2015	AMOUNT COLLECTED 2014 ¹
Quantity of electronic devices recovered (units)			
TV receivers	↑	1,010,000	932,000
Modems	↑	925,000	807,000
Mobile phones	↓	210,000	248,000
Corded phones	↓	10,800	15,000
Total (units)	↑	2,155,800	2,002,000
Weight of batteries and accessories recovered (tonnes)			
Batteries	↑	19.93	19.59
Accessories	↑	4.05	1.89
Total (tonnes)	↑	23.98	21.48

1. 2014 data have been adjusted compared with previously reported numbers to include the former Bell Aliant business segment.

Bell provides customers with programs to help them protect the environment by making it easier to recycle their products, including mobile phones, Bell Internet modems and Bell TV receivers. In 2015, thanks to our customers' participation in our recovery programs, Bell diverted more than 2,900 tonnes of electronics from landfill.

Bell recovers mobile phones through two complementary programs: the Bell Trade-in program and the [Bell Blue Box](#) program. Launched in 2003 and available at all Bell stores, Virgin Mobile stores and participating The Source locations, the Bell Blue Box program was the first cross-Canada collection program established by any company for re-using and recycling mobile phones. Bell donates the net proceeds from the Bell Blue Box program to the [Canadian Mental Health Association](#) (CMHA), a partner in the Bell Let's Talk mental health initiative. Combined, the Bell Trade-in program and the Bell Blue Box program diverted nearly 210,000 phones from landfill in 2015, for a total of more than 1.8 million mobile phones and 125 tonnes of batteries and accessories since 2003.

In addition, Bell participates in provincial recycling programs for other electronic products, such as tablets, headsets, TVs and computers. For more details on these programs, visit our website Bell.ca/recycling. Bell collected almost 925,000 modems and more than 1 million TV receivers in 2015. Recovery is difficult to predict and control, as it relies on the rate at which customers upgrade to newer devices. Recovery is often related to economic activity: in times of economic recession, people upgrade their devices and sign up for new plans less frequently. It is also dependent on customer behaviour. A [CWTA study](#) shows that 40% of Canadians store their old handsets when they acquire new mobile phones. Since we have no control over when or whether a customer returns a device, we are exploring reasonable and achievable performance indicators for the recovery of used products that take into account our limited control over public behaviour.

Other environmental programs

We have presented a detailed view of the priority environmental issues in this section, but there are many more programs in our Environmental Management System (EMS). Please see our website for information on [environmental incidents](#), [sustainable real estate](#) and [events, e-billing, biodiversity and integration](#) into the physical environment, [fleet](#), [halocarbons](#) and [water](#).

These programs are integrated in Bell's business units and subsidiaries and are governed by local environmental coordinators. Each environmental coordinator reports to the Corporate Responsibility and Environment team on action plans and results throughout the year. Moreover, these programs form the foundation of our company-wide Environmental Management System, which is certified to ISO-14001, the world's most recognized environmental management standard. Thanks to our continued diligence in constantly improving our environmental systems and processes, we have been recertified for seven consecutive years. For more information on our EMS, click [here](#).



Bell has been connecting Canadians with each other for 136 years

BCE
is one of the most widely held stocks in Canada

ECONOMY AND SOCIETY

Helping grow Canada's economy

For 136 years, Bell has been connecting Canadians with each other and with the information they need to enrich their lives and pursue their aspirations. We are – and we are committed to remaining – one of the country's leading contributors to the strength of the economy as a whole, propelling growth through billions of dollars of direct investment in new technologies, and making new ideas, new networks, and new and better communications services and capabilities a reality for growing numbers of Canadians.

Canada's ongoing prosperity depends on having access to modern broadband networks

A modern infrastructure

Canada's ongoing prosperity depends on Canadians having access to modern broadband networks. This critical 21st century network infrastructure supports Canada's digital, information, and knowledge economy, which creates well paying, highly skilled jobs in addition to providing Canadians with access to new technologies and other innovative online applications. Information and communication technologies will be a critical driver for economic growth for years to come. The Information and Communications Technology Council concludes that "investing in the knowledge economy and creating an enabling environment for innovation is critical," because "innovations in the ICT sector enable organizations throughout the economy to increase productivity, reduce operational costs, and boost business opportunities."¹

A strong digital ecosystem

Digital technology is a key element of any national innovation agenda. Bell's investments in network infrastructure and innovative communication services that fuel the growth of innovative Canadian business service solutions companies and other suppliers. Business service solutions companies in Canada contribute approximately \$74 billion to GDP and support more than 877,000 jobs. Moreover, the growth in digital jobs outpaced the overall economy in the last two years by more than four to one.² Bell's billions of dollars of purchases from thousands of suppliers every year are critical to the strength of this ecosystem.

Canadian businesses, including small and medium-sized companies, can also harness the power of the best broadband infrastructure provided by Bell to increase the global competitiveness of the entire Canadian economy. Bell's advanced broadband infrastructure provides a strong and dynamic foundation for Canadians to lead and participate in a prosperous global economic future.

The growth in digital jobs outpaced the overall economy in the last two years by more than four to one.

FINANCIAL INFORMATION

(\$ MILLIONS)	2015	2014
Revenues	21,514	21,042
Operating costs	12,963	12,739
Wages, salaries, and related taxes and benefits	4,224	4,351
Payments to providers of capital (dividends to BCE common shareholders and interest payments)	3,800	2,800
Income taxes paid	672	743
Capital expenditures	3,626	3,717

1. *The Information and Communications Technology Council, Strengthening Canada's Digital Advantage: Quarterly Monitor of Canada's Digital Economy, Summer 2015*
2. *The Information and Communications Technology Council.*

Building new networks

In 2015, our capital investments of more than \$3.6 billion connected more Canadians to broadband fibre and brought the fastest 4G LTE wireless speeds to millions from coast to coast. This level of investment is more than any other communications company in Canada and more than any other Canadian company with the exception of major energy companies in Western Canada. Most of Bell's investment goes to extend and enhance the performance of our broadband fibre and state-of-the-art wireless networks, which provide the services customers want and need, from IPTV and high-speed Internet to mobile data.

Creating jobs

Building network infrastructure creates jobs. One study found that an investment of \$1 in our networks has more than a \$1 impact on economic activity because, "in addition to creating direct jobs in areas such as network construction and deployment, [these investments] create indirect and induced jobs in related upstream industries and even in unrelated industries."¹ For example, Bell's planned roll-out of new fibre networks in just three cities – Toronto, Québec City and Halifax – is expected to directly create more than 4,500 jobs within Bell and our suppliers. In the broader economy, the Toronto deployment alone could support up to 19,000 jobs.² These network deployments are some of the biggest infrastructure projects that will be undertaken in the country, continuing for years and relying entirely on billions of dollars in private investment.

Our new fibre networks

While our broadband fibre network already supported superfast Internet and the most innovative TV services, in 2015 we launched Gigabit Fibe and Gigabit FibreOP, offering some of North America's fastest Internet speeds. Fibre-to-the-home and business outperforms all other wireline technologies, according to a report commissioned

by the Canadian Radio-television and Telecommunications Commission (CRTC), which indicated that fibre-to-the-home connections like those deployed by Bell provide the best Internet service available in Canada.³

Deploying our fibre-to-the-home/business network in Toronto is Bell's single largest infrastructure expansion project ever. Our Gigabit Fibe footprint is already the largest Gigabit network in the country, available to more than 2.2 million homes in Québec, Ontario and the Atlantic region. It is also growing rapidly, expected to reach an estimated 3 million homes and businesses by the end of 2016.

The benefits of new fibre networks are many. Over and above delivering the best online experiences, fibre provides the most reliable and resilient infrastructure, stimulating innovation and creativity in terms of new public and private services – from education and health to entertainment – while attracting capital, talent, youth and professionals. New teleworking opportunities become possible.

Wireless keeps getting better

We also continue to make significant investments in our wireless network. In 2015, we acquired AWS-3 spectrum licences from the federal government in key urban and rural markets for \$500 million. We also increased our 2500 MHz spectrum holdings to support service to smaller communities and rural areas. In total, we have invested \$7 billion in spectrum and new mobile networks since 2006.

4G LTE is today's worldwide gold standard for wireless technology. PCMag ranked our mobile network the fastest nationally and in more provinces than any other competitor in its third annual review of Canadian wireless networks. According to PCMag's tests, our LTE network "resulted in speeds that simply blow U.S. carriers away" when used with the latest smartphones.

1. Singer, H., "Economic Impact of FTTH Deployment in Toronto"

2. Ibid

3. SamKnows, "SamKnows Analysis of Broadband Performance in Canada October & November 2015."

In early 2015, we added 120 more small communities across Québec and Ontario to our 4G LTE wireless network. We did this as part of fulfilling our objective to expand 4G LTE services to small towns, rural communities and remote locations in every region of Canada, including the North. Our LTE network already covers 96% of the national population and we plan to continue our network expansion into smaller communities, extending our coverage to more than 98% of Canadians this year.

2015 also saw a North American **first** with the launch of Tri-band LTE-Advanced technology, boosting theoretical peak download speeds to 335 Mbps. With Tri-band, LTE-Advanced is capable of supporting virtually seamless high-definition video streaming, complex business tools and videoconferencing with virtually no wait time. Bell's LTE-Advanced network is expected to reach about 75% of Canadians by the end of 2016.

The benefits of the Canadian wireless industry to the overall economy are significant. In 2014, the Canadian wireless industry made capital investments of \$2.7 billion and generated revenues of \$45.6 billion. The industry also contributed \$23.5 billion to GDP, and sustained more than 134,000 full-time equivalent jobs.¹

Meeting data needs

Bell's drive to innovate and invest ensures that Canadians have the best possible communications products and services, not only as individuals but also as drivers of economic progress. We continue to offer an expanding range of products and services for organizations of all sizes. We also continue to invest in the country's largest network of data centres. These deliver secure managed hosting and cloud solutions to business and government, enabling those organizations to avoid the high costs of maintaining such specialized and highly complex in-house facilities.

Recognizing that Canadian businesses and governments require safe and secure networks, in 2015 we became a founding partner of the Canadian **Cyber Threat Exchange** (CCTX) along with nine other major

Canadian companies. The CCTX is a not-for-profit, member-funded organization comprising privately owned businesses and multi-national organizations that do business in Canada. It will provide an up-to-date, focused view of cyber events directly impacting Canadian business along with mitigation options and tools to combat or nullify identified threats.²

Improving services in Canada's North

Northwestel provides services to 96 communities across the most remote and rugged terrain in Canada, offering a complete range of voice, video and data solutions to residential and business customers in the Northwest Territories, Nunavut, Yukon, northern British Columbia and High Level, Alberta.



In 2013, the company embarked on a multi-year modernization plan to upgrade telecommunications and provide customers with unprecedented access to faster speeds, new features and better service.



A 4G cell service tower in Wrigley installed in 2014.

Through this plan – the most ambitious expansion of communications technology ever undertaken in northern Canada – we are making high-speed Internet more widely available, with faster speeds in communities served by the company's terrestrial networks. Northwestel also continues to work with Bell Mobility to expand the availability of 4G wireless service. As a result, more than 60 communities and approximately 90% of the North's population now have access to 4G for calling, texting, browsing and data. We are also significantly enhancing our backbone network infrastructure by investing to increase capacity on fibre routes and microwave radio facilities.

1. Nordicity, "The Benefits of the Wireless Telecommunications Industry to the Canadian Economy in 2014", prepared for the Canadian Wireless Telecommunications Association (CWTA), July 14, 2015
2. Canadian Cyber Threat Exchange, <https://cctx.ca/faq2/>.

Driving innovation through research and development

Our leadership in service innovation stems directly from our longstanding ranking as the leading investor in Canadian communications research and development. R&D expense is the amount of money we spend to develop new products and services each year. Such investments allow us to continue to provide our customers with the latest products and services, comparable with any in the world, and to make our own operations more productive. They also help fuel a positive cycle of innovation and growth in our partners and suppliers. Finally, they create a substantial pool of high-value career opportunities for home-grown professionals, scientists and engineers.

Our investments allow us to continue to provide our customers with the latest products and services, comparable with any in the world.

For an example of the broad impact of our R&D investment, we are involved in Enstream Inc. (Enstream), a joint venture with Telus Corporation and Rogers. Enstream offers secure card management services to VISA, MasterCard and debit card issuers using SIM secure elements on Bell Mobility phones. The Canadian Imperial Bank of Commerce (CIBC), Caisse Centrale Desjardins (Desjardins), TD Canada Trust, and most recently the Bank of Nova Scotia (Scotiabank) all participate. In the summer, we launched Suretap, an open mobile wallet payment system based on NFC SIM cards. With support for 40 payment cards and more than 30 gift card brands, the Suretap app is now available for more than 90% of Android and BlackBerry devices sold.

As detailed in the annual R&D rankings compiled by Research Infosource Inc., Bell invested \$546 million in Canadian R&D in 2014 to develop the country's premier broadband networks and new mobile, TV and Internet services. This places us first in the communications sector and fourth overall for R&D by all Canadian private sector corporations.¹ See www.researchinfosource.com.

Investing in Canadian content

In addition to our investments in network infrastructure and services, we also make significant contributions to the Canadian broadcasting industry through our Bell Media and Bell TV operations. In 2015 alone, our Canadian content expenditures were approximately \$1 billion.

These contributions support the work of Canadian actors, directors, producers, technicians, designers, on-air personalities and many other individuals and suppliers involved in the production, distribution and delivery process. At the same time, this helps ensure that Canadian content for television, radio and on-line distribution reaches local, national and international audiences.

Bell is proud to partner with some of Canada's premier entertainment events, helping generate indirect economic and social benefits for communities and individuals. For example, with the [Toronto International Film Festival](#) (TIFF), we support TIFF Learning, which provides students and teachers with innovative ways to engage with the cinematic arts beyond simply taking a class trip to the movies. The TIFF Bell Lightbox is the only facility of its kind in Canada, offering unique programs that are closely tied to the Ontario educational curriculum and designed for cross-course flexibility.

1. Research and development investment numbers are reported annually in late summer. This figure always lags one year behind the rest of the data.

Similarly, the [Festival International de Jazz de Montréal](#) not only brings the community together to enjoy leading global musicians, it also generates economic spinoffs of close to \$100 million, largely as a result of spending by tourists attending the largest jazz festival in the world as ranked by Guinness World Records. This includes roughly \$20 million in annual tax revenue for both the federal and provincial governments. Additionally, the festival creates about 2,000 direct jobs. Bell also partners with the [Festival d'été de Québec](#), a non-profit event that runs for 11 days, with music for everyone at 10 venues throughout Québec City. The event generates more than \$25 million in added value for the city. Our support also extends to [Festival Montréal en Lumière](#), one of the largest winter festivals in the world, attracting more than 1.3 million people to Montréal every year, of which 12% come from outside the local region, 35% from outside Canada. The Festival creates 396 full-time jobs and has an estimated economic impact of \$18.9 million.



Dominique Viau, photographe.

Francofolies de Montréal

We also sponsor [Francofolies de Montréal](#) which is the biggest music festival in the French-speaking world, with over a million festival-goers and \$10.8 million in economic spin-offs, including the creation of the equivalent of 217 full-time jobs. For this festival, 8.5% of tourists come from outside the local area, and 42% come from outside Canada.

A [study](#) commissioned by Festivals and Major Events Canada (FAME) found that just 15 of the largest not-for-profit festivals and events in Canada contributed \$650 million in GDP to their local economies, and supported over 15,600 full-time jobs. These 15 events generate an economic impact estimated at \$1.1 billion a year. The analysis also estimated spending related to these events generated approximately \$260 million in tax revenue for all three levels of government. Festivals serve not only as an important economic engine but also as an important tool for strengthening community. Because of that, Bell maintains a presence at major festivals across the country, recognizing that these not only build stronger communities, but also generate billions in consumer spending, and raise significant tax revenue for municipal, provincial and federal levels of government.



Benoît Rousseau, photographe.

Festival Montréal en Lumière

BCE's direct contributions

By any measure, Bell is a major contributor to Canada's economic prosperity. In 2015, we contributed approximately \$22 billion to the Canadian economy. That included the \$8 billion we spent buying goods and services, \$3.9 billion in taxes paid and collected, and close to \$3.7 billion in capital expenditures, not including the \$500 million we spent to acquire wireless spectrum in federal government auctions. We also supported Canadian content with \$1 billion in expenditures and stimulated innovation with research and development expenditures of \$546 million. In addition, our ongoing success and growth have a significant multiplier effect, directly sustaining approximately 50,000 high-value jobs within the BCE group of companies and thus injecting about \$4.2 billion into the economy in wages and benefits each year.

Benefiting Canadian shareholders

BCE is one of the most widely held companies in Canada. Our shareholders include many thousands of individuals as well as every major pension fund.

Our commitment to improving society

For more than 136 years, Bell has also been a partner in social initiatives wherever we operate. We are, for example, diligent in speaking with affected communities when we want to build new network towers; we enlist our supply-chain partners' commitment to our high standards of ethical corporate conduct; and we support federal, provincial, and municipal projects that benefit Canadian society as a whole.

Wireless health and safety

Bell recognizes some stakeholders may have concerns about the potential for long-term health effects from wireless communications networks and devices. In Canada, establishing safe standards for radio signal levels is the responsibility of the federal departments of

Through careful fiscal management – and our ongoing operational and marketplace success – we offer both excellent dividends and ongoing share value growth. Since 2008, we have increased the dividend on our common shares 12 times, which represents overall dividend growth of 87%. Since the end of 2008, total shareholder return has grown 208%.^{1,2}

In addition, our benefits package ensures team members have every opportunity to build a secure financial plan. We have accumulated more than \$19 billion in the various pension plans offered to employees and retirees, including an additional \$250 million allocated to the defined-benefit plan in 2015.

Our clear, strong business model reflects a prudent capital markets strategy, a strong balance sheet and investment-grade credit ratings. Our capital structure and strong liquidity position provide us with a solid financial foundation and a high level of overall financial flexibility. We remain in a strong position to be one of the leading contributors to the strength of the Canadian economy as a whole.

For more information on our financial performance, please see our [Annual Report](#).

Health and Innovation, Science and Economic Development (ISED). As part of a regular review of its standards, in early 2015 Health Canada released a more stringent version of its Safety Code 6 guidelines. All of Bell's wireless, broadcasting and radio sites already complied with or exceeded these new requirements. Similarly, all manufacturers of wireless devices offered by Bell test their products to ensure they meet all applicable guidelines and regulations. For more on suppliers, see below.

Bell Mobility is also a member of the Canadian Wireless Telecommunications Association (CWTA), which monitors worldwide scientific research related to mobile technologies. We meet regularly with other carriers through the CWTA's working groups to address potential

1. Assumes the reinvestment of dividends

2. Total return since the end of 2008, the year Bell implemented its transformational strategy.

issues, for instance community concerns regarding where to build new telecommunication sites as we continue to expand our networks to meet coverage or capacity needs. Prior to beginning any land acquisition for a new tower site, Bell looks to place antennas on existing structures such as tall buildings and pre-existing towers where technically possible. Bell complies fully with ISED's guidelines for public and municipal consultation as laid out in CPC-2-0-03, Issue 5, Radiocommunication and Broadcasting Antenna Systems.

Before acquiring property for any new telecommunication site, Bell works with community officials to identify local preferences and review established protocols. We engage in meaningful dialogue with municipalities, provincial, and federal agencies, and First Nation, Métis, and Inuit communities to mitigate local concerns about tower placement, operation, and design. We also undertake thorough public consultations for proposed wireless antenna sites with local residents and stakeholders. Bell routinely conducts open houses, public meetings and written consultations in communities across the country to provide information and to understand local views on proposed tower sites.

Managing the supply chain

Any purchase of goods and services can generate economic, social or environmental impacts. We vigorously monitor and manage supply chain issues to mitigate adverse impacts. This is especially important because we do not manufacture any of the business service solutions products we offer customers.

We work with a limited number of product manufacturers, some of which dominate the global market. Because of the proliferation of global sourcing and distribution in the business service solutions industry, business service solutions companies must be cognizant of potential human rights and environmental issues in their supply chains.

Bell's centralized procurement organization controls the strategic sourcing of goods and services, enabling us to better maintain relationships with a variety of suppliers, including manufacturers, distributors, contractors and consultants.

Bell actively manages standardized supply chain performance tools such as a risk assessment, a corporate responsibility questionnaire for suppliers, and an audit process that includes provisions for corrective action and ongoing monitoring. We also consider sustainable criteria for our products and services, ranging from energy consumption, recyclability, content value and environmental certifications to attributes related to human and labour rights, health and safety, and ethics principles.

SUPPLIER ACCOUNTABILITY

Bell policies (see our [Environmental Policy](#), for example) require that we seek out suppliers who demonstrate a strong commitment to corporate responsibility through the adoption of rigorous principles regarding the environment, health, safety, labour, and ethics.

All new Bell contracts bind suppliers to Bell's [Supplier Code of Conduct](#) (implemented in 2007), clearly establishing the expectation that the supplier will take all reasonable measures to respect that Code in its own operations and within its own supply chain. Bell uses a detailed questionnaire to assess suppliers during the selection process and to improve the policies of existing suppliers. Combined, the Procurement Policy, the Supplier Code of Conduct and the questionnaire form the basis for evaluating suppliers.

For more information about supply chain management, please click [here](#).

For information about our supplier diversity initiative, please see the [diversity section](#) of this report.

DUE DILIGENCE ON PRODUCTS

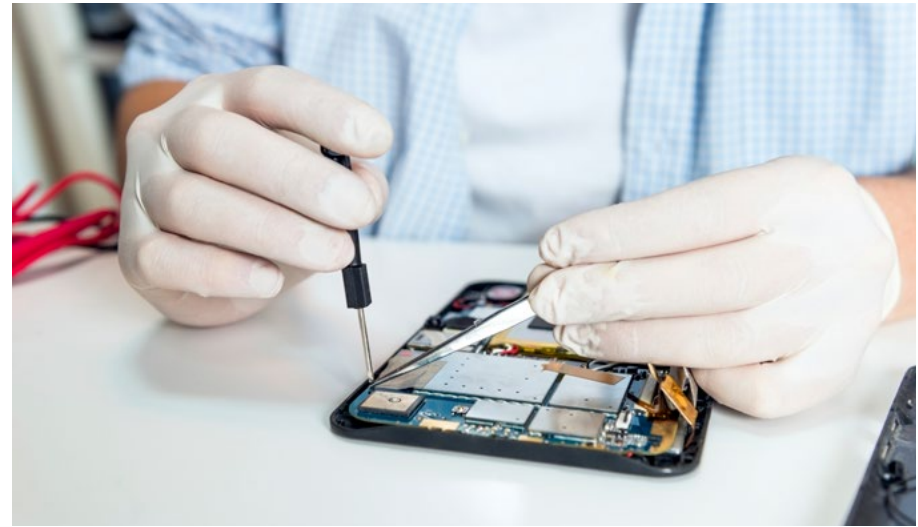
Beyond the supplier approach to responsible business, we also address specific products through our expanding sustainable criteria program. Our Fibe TV receivers and modems qualify under [ENERGY STAR](#), a voluntary government-business program that ensures products meet a premium level of energy efficiency. The same responsible criteria continue to be implemented in Bell's business units as we introduce new suppliers for modems and TV receivers.

Since 2011, we have strictly adhered to a set of responsible criteria for mobile phones and components, including batteries, chargers and packaging. These address the use of toxic substances and conflict minerals, the recyclability of materials, identification of plastics, energy efficiency and the impact on our carbon footprint.

In 2015, we augmented our contract templates by adding sustainable criteria we developed in 2014 that cover packaging materials for tangible goods that we resell to customers or use internally. We also developed criteria for laptop computers which will be added to contract templates in 2016. For existing contracts, the criteria will be added as part of the regular contract-renewal cycle.

CONFLICT MINERALS

Many electronic devices contain small amounts of metals – such as tantalum, tin, tungsten and gold – that are derived from minerals known under U.S. laws as conflict minerals because in certain cases they are mined in exploitative circumstances. Bell shares the concerns of many companies in the electronics and telecommunications industries that use conflict minerals that may directly or indirectly finance or benefit armed groups in the Democratic Republic of the Congo (DRC) or adjoining countries.



We consider as unacceptable the exploitation and trade of conflict minerals that fuel armed conflicts and lead to the abuse of human rights. Our commitment and our practice are to make every appropriate effort to seek to ensure that our suppliers source conflict minerals responsibly. In 2005, Bell began working with other companies from the telecommunications industry to develop an industry-wide approach to supply-chain issues, including conflict minerals, in conjunction with [GeSI](#) (the Global eSustainability Initiative) and the [EICC](#) (Electronic Industry Citizenship Coalition) Implementation Group.

In 2011, we asked our major suppliers of electronic equipment to implement processes and control mechanisms seeking to avoid the use of minerals that may directly or indirectly finance or benefit armed groups in the DRC or adjoining countries in the products they supply to Bell. Today, we continually engage with suppliers on this issue through the contract negotiation process.

We also continuously monitor developments related to conflict minerals through our membership in GeSI, which supports efforts to improve the transparency and traceability of minerals in the supply chain through the conflict-free smelter program set up by GeSI and the EICC Extractives Work Group.

Electrification of transport

Driving gas-powered vehicles to work and for work contributes to Canada's carbon footprint and has a negative impact on outdoor air quality. In the most recent release of its sustainable development strategy, the federal government committed to reduce Canada's total GHG emissions 17% by 2020 and 30% by 2030, relative to 2005 emission levels.¹

The evidence suggests that powering vehicles with electricity will contribute significantly to achieving these goals. For example, the transportation sector in Québec alone produced 81.2 million tonnes of GHGs in 2013² – more than any other sector. Replacing just 1 million gasoline-powered cars with electric cars would reduce emissions by 3.4 million tonnes per year.



As part of the “Branché au travail” program, we have installed 42 charging stations for use by our employees in Bell buildings across Québec.

In 2011, the Québec government identified the electrification of transport as a major component of its policy, and renewed its commitment in 2015.³ In its 2015–2020 action plan, the government stated its goal to reach 100,000 electric and rechargeable hybrid vehicles registered in Québec by 2020.

Bell has committed to support the government. As part of the “Branché au travail” program with the MERN (Ministère de l'Énergie et des Ressources naturelles), we have installed 42 charging stations for use by our employees in Bell buildings across Québec.

The charging stations use machine-to-machine (M2M) technology from Bell Mobility and can be used by team members free of charge.

We have installed 6 stations in the Québec City region, and 36 in the greater Montréal region, which also support another governmental goal for Montréal to become an “electromobility city.”

For a better tomorrow

As one of Canada's most innovative companies, Bell is committed to leverage our considerable resources to help stimulate our society's progress. Whether that is through our support for less carbon-intensive transportation, helping communities understand the wireless safeguards in place, or ensuring all the companies we deal with adhere to the same high standards of ethical business conduct, our approach reflects the values of our team members who, collectively and as individuals, want to see our society continue to get better.

1. <http://www.fsds-sfdd.ca/index.html#/en/detail/all/sector:Transportation>
2. <http://www.mdelcc.gouv.qc.ca/changements/ges/2013/Inventaire1990-2013.pdf>
3. <http://www.transportsselectriques.gouv.qc.ca/fr/plan-daction/>

Awards and recognition

BCE is included in several leading sustainability indices

ENVIRONMENTAL RESPONSIBILITY

Bell is recognized for its environmental performance. Bell was the first telecommunications company in Canada to obtain ISO 14001 certification for its environmental management system.



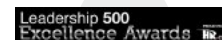
RESPONSIBLE INVESTMENT

Bell is recognized for being a good investment, in both mainstream financial and socially responsible investment sectors. Bell is listed on several social investment indices and is included in more than 60 investment funds based on social and/or environmental screening criteria.



SOCIAL RESPONSIBILITY

Bell is recognized as being a great place to work. We have, over the years, received several awards for our internship programs.



GOOD GOVERNANCE

Our Board of Directors has been recognized for both excellence in overall governance and for our corporate social responsibility leadership.





Please email us at responsibility@bell.ca and tell us what you think of this report and sustainability at Bell.

If you'd like more details about our corporate responsibility and environment activities, please visit our website at BCE.ca/responsibility.

TRADEMARKS

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