

# Learning and Development

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We offer a wide range of training for all team members, including enterprise-wide and role-based onboarding, self-directed learning for personal and professional development along with targeted pathways and recommendations to help team members fully develop and build skills to stay abreast of the changing industry, and reach their leadership potential and career aspirations.

## Training

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### Mandatory Training

#### The Code of Business Conduct

The Code of Business Conduct training consists of 7 short sections that on average take 10-25 minutes to complete. Team members are required to complete this training every 2 years. Newly hired team members are required to complete it within 7 business days from their start date. In addition, all team members are also required to sign the Code of Business Conduct Form annually.

<b>MODULES</b>	<b>OBJECTIVES</b>	<b>ESTIMATED COMPLETION TIME</b>
<b>Be Ethical</b>	<b>Respect</b> <b>Conflicts of interest</b> <b>Business gifts and entertainment</b> <b>Dealing with customers and competitors</b> <b>Reciprocity</b> <b>Political contributions</b> <b>Responsibility of executives and managers</b> <b>Media independence</b>	<b>25 minutes</b>

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<b>Be Responsible</b>	<ul style="list-style-type: none"> <li>Policy on authorizations</li> <li>Corporate credit cards and funds</li> <li>Legal hold</li> <li>Improper influence of audits</li> <li>Social media</li> <li>Protecting the environment</li> <li>Intellectual property</li> <li>Insider trading</li> <li>Astroturfing</li> </ul>	<b>20 minutes</b>
<b>Be Well</b>	<ul style="list-style-type: none"> <li>Mental health</li> <li>Health and safety</li> <li>Prevention of violence</li> <li>Discrimination and harassment</li> <li>Reasonable accommodation</li> <li>Alcohol, drug and other substances</li> </ul>	<b>20 minutes</b>
<b>Be Protective</b>	<ul style="list-style-type: none"> <li>Employee, customer and Bell information</li> <li>Record classification</li> <li>Records retention</li> <li>Secure handling of information</li> <li>Secure destruction of information</li> <li>Privacy and acceptable use of Internet resources</li> </ul>	<b>20 minutes</b>
<b>Be Watchful</b>	<ul style="list-style-type: none"> <li>Visible ID</li> <li>Employee protection</li> <li>Protecting Bell's information assets</li> <li>Protecting our worksites and physical assets</li> <li>Protecting our network and systems</li> </ul>	<b>10 minutes</b>
<b>Be Aware</b>	<ul style="list-style-type: none"> <li>Types of fraud</li> <li>Recognizing fraud</li> <li>Preventing fraud</li> <li>Reporting it</li> </ul>	<b>10 minutes</b>

<b>Be Ready</b>	<b>Emergency readiness</b>	
	<b>Go to a safe place</b>	
	<b>Call 911</b>	<b>10 minutes</b>
	<b>Report an incident to the National Incident Centre</b>	
<b>Annual Form</b>	<b>Recap of annual review</b>	
	<b>Sign off on conflict of interest disclosure</b>	<b>15 minutes</b>

### **Be Safe and Respect in the Workplace**

In 2018, we introduced two new mandatory courses to reinforce respect and safety in our workforce as part of our ongoing mandate to look after the well-being of our employees. These courses focus on preventative measures and proper course of action in the event an incident occurs. These new courses are more inclusive and mobile enabled, making them more accessible and easier to complete.

<b>MODULES</b>	<b>OBJECTIVES</b>	<b>ESTIMATED COMPLETION TIME</b>
<b>Be Safe</b>	<b>Health and safety rights and responsibilities</b>	
	<b>Legal obligations of team members and people leaders</b>	<b>25 minutes</b>
	<b>Available programs, processes and resources</b>	
	<b>How to report an incident</b>	
<b>Respect in the Workplace</b>	<b>Promoting civility and respect in the workplace</b>	
	<b>Defining and dealing with workplace violence and harassment</b>	
	<b>Understanding intimidation, bullying and other forms of workplace violence</b>	<b>20 minutes</b>
	<b>Conflict resolution</b>	
	<b>How to report an incident</b>	

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## Self-directed training

Bell team members have access to more than 15,000 free on-demand video-based courses, taught by industry-leading experts to help build business, creative and technology skills. These courses are made up of over 500,000 short, easy to absorb videos, and over 37,000 hours of content. Learners get custom recommendations based on pre-selected skills that matter to them most as part of investing in their own development. They can also connect with other learners to share insights and provide reviews.

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## Role-based training

We offer customized curriculums specific to business functions, and a large selection of curated content for learners to grow their skills for not only their current job, but also to prepare them for the roles of the future.

For our front-line sales and support team members, we leverage a mobile friendly learning tool that provides and reinforces bite-sized training ranging from onboarding new team members, to application of soft skills, and for latest products and services. Learners play games, earn points, and compete with fellow peers on the leaderboard. The tool delivers real-time communications and enables interaction between team members.

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## Education assistance

Through an online web portal, we have made it far easier for team members to apply for our Educational Assistance Program, which provides funding and support to pursue external continuing education courses and drive career development at Bell.

We also have company-paid certification programs with added premium reimbursements to enable team members to complete key business and technical certifications outside of work hours that develop specialized skills required to support key roles within our organization.

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## Language training

Bell operates in both of Canada's official languages because we believe that doing business in French and English gives Bell a competitive advantage by helping us better serve existing customers, secure new markets in Québec and elsewhere, and develop associations with other Canadian and international groups.


### Supporting a multilingual team

Bell's Language Diversity Program promotes fluency in Canada's official languages by offering resources such as training, online games, and learning apps to help team members improve their English and/or French. Bell's Francisation Committee, which supports the use of French as the language of business within Québec, was recognized with a **Mérite du français award**.

## Career development

At Bell, we support career development and continuous development by providing training, tools and resources. In 2019, we launched Career Management Strategies in a Box (CMS). Through 5 modules, the CMS program is designed to support career development as a personal journey where individuals self-reflect, self-assess, and initiate career conversations. Each module can be used as a standalone learning experience or taken as a suite. Topics include, but are not limited to, how to build your personal brand, seize new opportunities, and creating a trusted inner circle of colleagues and mentors that can assist with your career development.

The objective of this program is to help team members understand why career development is important, facilitate career conversations, and allow them to become familiar with the tools and resources available at Bell. Through the CMS and other career development tools and resources (i.e. mentoring, LinkedIn Learning, and the formal career course as part of the Leadership Development Pathway) we are able to promote career planning and sustainability. In the first 6 months of launch, several business units have cascaded the learning through in-person training sessions, which has led to organic adoption. In addition, over 1,400 team members have accessed e-learning via our online self-serve platform.



At Bell, career development is also supported by career conversations and through our performance management process. The leader ensures career conversations are taking place with these considerations:

- It starts with examining one's own performance and proper planning
- Taking on new responsibilities, a lateral move, a promotion or even identifying upskilling opportunities
- Utilizing specific and measurable objectives and applying them to your career plan can offer great rewards

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### **Performance management**

Our Performance Management Process (PMP) is designed to develop our leaders and the team members they support, and to reinforce how individual objectives link to overall corporate objectives, and Bell's strategic imperatives.

The PMP is structured around 3 phases: 1) Setting Objectives, 2) Mid-year-dialogue, and 3) Year-End Review. The focus in each phase is on having continuous meaningful conversations throughout the year between leaders and the team members they support as the key to achieving individual results and personal growth and development.

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### **Personal growth plan**

The Personal Growth Plan (PGP) training sessions are designed to support short- and long-term career planning and are tailored to the team member's specific role at Bell.

We encourage our team members to build a personal growth plan to help them identify a strength to enhance or a skill to develop in alignment with their career goals. The PGP helps to define what experiences they may need to meet their career aspirations.

## Leadership development

At Bell, we believe in supporting our team members to become effective and confident leaders. Bell's Leadership Development Pathway provides team members with a focused development plan to strengthen their skills, behaviours, and performance. The pathway links to the Bell Leadership Success Profile, which identifies the skills, behaviours, and performance results that help team members succeed at each level.

Bell is investing in our leaders at all levels. Launched in 2012, the Corporate Leadership Development Program continues to drive adoption of our Leadership Development Pathway, which promotes employee engagement through career development. More than 90% of frontline, middle, and director-level management team members have participated.

The keys to our success include sponsorship by our senior leaders, a strong partnership with the Human Resources team, continuous leader engagement, and, most importantly, the creation of a positive experience for participants. The Leadership Development Pathway provides team members with a tailored curriculum that also focuses on skills that are transferable across all of our business units. Bell's investment in team member development positively affects our ability to attract and retain the best talent.

In 2019, we further improved our leadership foundations programs for recent graduates (New Grads), which follows the same learning principles as our foundations programs for newly promoted senior managers and directors. These 30 to 60-day experiential programs give New Grads the opportunity to learn, reflect, and apply new leadership skills. Getting ready for the next decade, Bell's Talent Management team has adopted an agile approach, with sprint style improvements, in order to address the needs and challenges of our leadership program participants.

The three programs introduced in 2017 focus on coaching, feedback, and career conversations. They continue to be a priority for leaders at all levels, equipping them to have meaningful ongoing performance and development conversations with their teams.

Beyond the specific pathway programs for leadership development, Bell also offers a variety of advanced courses for our leaders from which to choose. These include courses like Speaking as a Leader,<sup>®</sup> Critical Thinking, Developing Effective Business Presentations, and Negotiation and Influence. In addition, the Workplace Mental Health Leadership<sup>™</sup> certificate program, part of Bell's commitment to increasing awareness of mental health, is available.

We have set the foundations of a new upskilling initiative intended to leverage our current talent and build the skillsets of the future. The current upskilling initiative is organized around four groups of key critical skills: 1) Artificial Intelligence, 2) Software Programming, 3)

Cybersecurity, and 4) Digital. As part of the upskilling programs, pre-selected team members will go through an extensive suite of training modules and on-the-job experiences that will help them to develop new skills and lead to formal certifications.

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### Executive leadership development

We focus on building capability and engagement, as well as providing opportunities for external education, such as an Executive MBA and other intensive development or networking programs. We also leverage many leadership and professional development tools, including behavioural assessments and coaching for performance and development.

For 16 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.

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### 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, they benefit from structured, enterprise-wide learning and development programs aimed at accelerating their growth and readiness for their next challenge. Through these programs we are building communities of high-potential leaders by exposing them to different development opportunities, including executive-led learning sessions, external coaching programs, mentoring, networking, Executive MBA sponsorship, and other customized, experiential leadership development opportunities, such as formal internal sponsorship for key female talent.

In 2019, we continued to support our high-potential leaders through individual development planning via one-on-one coaching from our Talent Management team. We continue to offer high-potential directors and senior managers cohort-based experiential leadership programs and a formalized peer-coaching network in Montréal and Toronto.

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 team member's most recent review.