

Team members

This is an extract from our [2019 Corporate Responsibility Report](#)



Engaged expertise

To execute on our **Strategic Imperatives**, we rely on the engagement and expertise of our team members. We focus on attracting, developing, and retaining the best talent, as well as creating a positive team member experience that drives effectiveness, high performance, and agility in our evolving business environment. Through workplace wellness initiatives – including innovative mental health programs – and by celebrating diversity in the workplace, we reinforce our goal of creating a safe and inclusive atmosphere for all team members.

WHY IT MATTERS GRI 103

We truly believe that everyone deserves a respectful, positive, professional, and rewarding work environment. In addition, in Canada, the telecommunications industry’s activities are highly regulated by the federal government, including labour relations and other human rights, and privacy. Engage and invest in our people is a Strategic Imperative because it makes good business sense. The Bell team is critical to our company’s success, enabling our goal of advancing how Canadians connect with each other and the world, while also making a difference in communities across the country. Our more than 52,000 team members are a key competitive differentiator for Bell in a dynamic and fast-changing marketplace.

WHAT WE ARE DOING

We are dedicated to building a workforce that reflects the diversity of the communities we serve, and to ensuring that every team member has the opportunity to reach their full potential. We have mature team member engagement programs, with built-in diversity and mental health initiatives from coast, to coast, to coast.

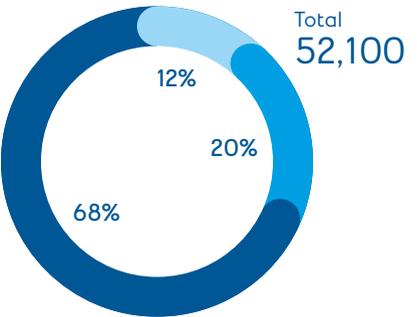
With our broad range of operations across the country, Bell creates multiple opportunities for team members to build rewarding careers in a variety of disciplines. Dedicated to sustaining a high-performance culture, the company strongly supports diversity in its workforce, continuous learning, innovative workplace mental health initiatives, and award-winning programs for team member engagement.

Our team GRI 102-7

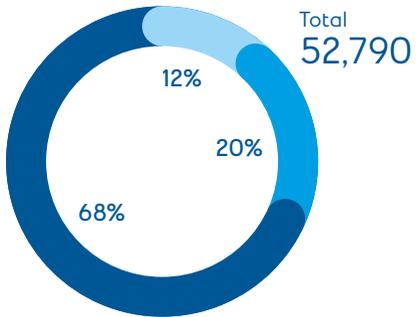
At the end of 2019, our team comprised 52,100 employees, a decrease of 690 employees compared to the end of 2018, due primarily to natural attrition, retirements and workforce reductions, partly offset by call centre hiring.¹

Approximately 42% of total BCE employees were represented by labour unions at December 31, 2019.

BCE 2019 employees



BCE 2018 employees



● Bell Wireline ● Bell Wireless ● Bell Media

1. Voluntary turnover and retirement for 2019 was 11.8%, excluding all temporary employees.

This is an extract from our [2019 Corporate Responsibility Report](#)

Workplace, human rights, and privacy

Canadian employment standards context

Substantially all of our operations and assets are located in Canada and we make every effort to maintain an inclusive work environment where all team members, wherever they are located, are valued for their contributions and have the freedom and protection to be who they are, free of discrimination, harassment and violence.

Our focus on high workplace standards and our desire to provide team members with a fair, equitable and respectful place to work are grounded in our [Code of Business Conduct](#) and reinforced daily through many programs, initiatives, processes, and policies that touch all team members. In addition, all CTV News properties, news directors, producers, editors, and journalists follow our internal CTV News Policy Handbook, which specifies strict adherence to the Radio Television Digital News Association [Code of Journalistic Ethics](#) and the [Canadian Association of Broadcasters' \(CAB\) Code of Ethics](#), which mutually govern impartiality in the newsgathering process. GRI 102-16, 205-2

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

This is an extract from our [2019 Corporate Responsibility Report](#)

Human rights

Bell provides team members with information on roles, accommodation process, resolution options, and other tools specifically designed to support our commitment to human rights. These include a formal process and informal options available to all team members to resolve accommodation issues for which the Human Resources workplace practices team is accountable. Furthermore, the process is formally integrated in the collective agreement of our unionized team members, where it is referred to as the "3-step resolution process." Cases that are more complex are taken to an accommodation committee. Team members can now also request medical workplace accommodations through an online intake tool, which enhances user experience.



Bell's focus on respect in the workplace

Everyone deserves a respectful, positive, and professional environment. [Bell's Violence and harassment prevention policy](#) describes the company's zero tolerance approach to workplace violence and harassment. It underlines our commitment to promoting a safe, healthy and respectful workplace, prevention awareness, and processes for resolving incidents when they do occur. It also holds all team members accountable to the principles of [Bell's Code of Business Conduct](#). GRI 102-16, 205-2, 415-1

Continuing to build on recent improvements, in September 2018, Bell launched an enhanced online training program: *Respect in the Workplace – Prevention of Harassment and Violence in the Workplace*. This training equips team members with the appropriate skills to de-escalate situations of incivility. This company-wide mandatory training promotes appropriate policies and resources to prevent harassment and violence which, in turn, supports a healthy and safe work environment. Since its launch, this training was completed by more than 45,000 team members.

Additionally, Bell launched a customized leadership training program to provide leaders with practical tools to facilitate conflict resolution and identify higher risk situations where they need to refer to subject matter experts. The program includes a 3-hour face-to-face workshop. In 2019, approximately 2,400 leaders were successfully trained.

In 2019, approximately 2,400 leaders were successfully trained in a new leadership training program.

Team members and leaders are also better equipped than ever to support prevention and are using Bell's tools, including a Respectful workplace ethics intranet site, which has been viewed over 12,000 times since its launch. As of the end of 2019, over 3,700 team members have downloaded the "Civility guide" and approximately 2,400 leaders have consulted the "Leader's guide to managing conflict". To learn more about this, see the [Respectful workplace ethics](#) information sheet on our website.

This is an extract from our [2019 Corporate Responsibility Report](#)

Internal complaint resolution

Bell offers team members multiple avenues for reporting incidents of potential workplace incivility, conflict or violence, including an anonymous whistle-blowing channel where they can anonymously report any incidents they believe may contravene our policies or ethical standards.

An independent administrator continually monitors this channel and responds to complaints. Where possible and appropriate, team members are also offered structured support to resolve conflicts or complaints through an internal mediation process.

Privacy SASB

Bell and its affiliated companies have long been focused on maintaining the accuracy, confidentiality, security, and privacy of personal information for customers and team members. In 2019, Bell continued to make significant investments in people, processes, and technology in order to protect confidential information from evolving cyber security threats. We provide our team members with appropriate information regarding privacy and we have centralized our privacy policy and resources on the internal Bell Privacy website. This provides clear instructions to team members about

their responsibilities for safeguarding personal information. We also updated information on our intranet that 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. For more information about customer privacy, consult the Customers and the Community, economy, and society sections of this report.

Diversity and inclusion

At Bell, we do not just accept difference – we celebrate it. We are proud of our commitment to foster an inclusive, equitable, and accessible workplace where all team members and customers feel valued, respected, and supported. We are dedicated to building a workforce that reflects the diversity of the communities we serve, with a commitment to ensuring every team member has the opportunity to reach their full potential.

WHY IT MATTERS GRI 103

Organizations that have integrated diversity and inclusion programs foster team member innovation and creativity, widen the talent pool, and increase team member satisfaction. This can lead to increased profitability and reduced costs, all while increasing the engagement of our team members.

WHAT WE ARE DOING

We have diversity and inclusion programs across the country.
 We have set objectives and made public commitments.
 We monitor and report performance.

The Diversity Leadership Council (DLC) champions diversity and inclusion across the organization, defining Bell’s diversity and inclusion strategy and developing company-wide implementation plans for specific actions. The DLC is comprised of 14 diverse senior leaders, with representation from all business groups and geographies. Under their leadership, we work to ensure our business strategy and human resources policies align with our diversity and inclusion goals.

This is an extract from our [2019 Corporate Responsibility Report](#)

Diversity and inclusion objectives

In step with our overarching corporate commitment to improve gender diversity, we are strategically focused on increasing the diversity of our senior leadership.

Bell is a signatory of the [Catalyst Accord 2022](#) and member of the [30% Club](#). We have established a goal of at least 35% women in executive positions (vice-president level and above) by the end of 2021.

We also continue advocating for more women to take on roles in science, technology, engineering, and mathematics (STEM), and are expanding efforts to increase the representation of other under-represented groups, such as visible minorities, Indigenous peoples, and persons with disabilities. In 2019, we implemented standardized business unit dashboards to empower senior leaders with self-serve capabilities and allow them to monitor

representation of targeted groups as outlined above. Additionally, we have equipped our talent acquisition team with recruitment dashboards providing a monthly view on diverse talent hires.

As part of our efforts to develop our future employment equity initiatives, we are continuing consultations with members of under-represented groups to understand their experiences at work. We have facilitated both in-person and audio inclusion consultations, encouraging discussions around workplace experience and inclusion at Bell. In conjunction with our Bell Team survey results, we analyzed the insights coming out of the consultations in order to continuously improve strategic direction and tactics. We also seek out and adopt best practices on workplace accessibility and inclusion.

Looking ahead, we plan to continue building momentum for our diversity and inclusion strategy based on concrete objective setting and the integration of inclusive leadership practices across Bell processes.

Performance in 2019

Our diversity and inclusion strategy, coupled with high self-disclosure rate of 81%, has significantly increased the share of visible minorities, persons with disabilities, and Indigenous peoples in our workforce. We have maintained our strategic focus on making our senior leadership team more representative of our overall employee population through focused talent management strategies and best-in-class development programs for high-potential leaders, including from under-represented groups.

Workforce Diversity GRI 405-1

(in%)

Diversity group	WORKFORCE					SENIOR MANAGEMENT ¹				
	2018 LMA ²	2019 ⁴	2018	2017	2016	2018 LMA ²	2019 ⁴	2018	2017	2016
Women	38	33	32	33	34	28	32	29	30	29
Visible minorities ³	24	21	19	19	20	12	10	8	9	9
Persons with disabilities ³	10	4	4	4	4	5	2	2	1	2
Indigenous ³	3	3	2	2	2	3	1	1	1	1

1. Vice Presidents and above
2. Occupational labour market availability 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 2018 headcount. The data are provided to Bell by the Canadian government, and are based on data from the 2016 National Household Survey and 2017 Canadian Survey on Disability. This is the most current information available
3. Data for these categories depend upon full-time and part-time employee self-identification in Bell's diversity questionnaire
4. Starting in 2019, an update to the representation calculation was made in order to increase accuracy. Also, to be consistent with the BCE Notice of 2020 Annual General Shareholder Meeting and Management Proxy Circular, the reporting date has been changed to January 31, 2020.

In 2018, we launched an inclusive leadership development program focused on mitigating unconscious bias and supporting leaders in developing and advancing our diverse talent pipeline. At the end of 2019, 98% of the senior leadership team completed the program, with an ongoing sustainment plan for new leaders. Building on the success of the senior leadership training, we developed training for our middle management leaders, which we will deploy in 2020. The training aims to raise awareness and equip leaders with ways to combat unconscious bias to create an inclusive and accessible workplace where everyone feels valued, respected, and supported.

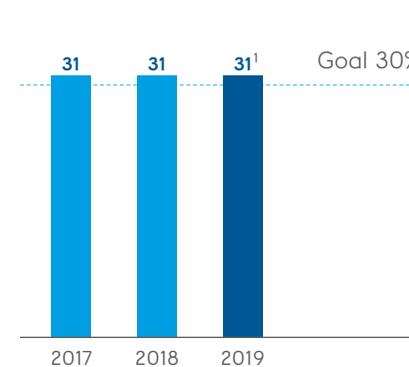
We further support the diversity and inclusion of our workforce through numerous initiatives that foster inclusion and by empowering our Employee Resource Groups (ERG), including Women at Bell, the LGBT Network, and the newly established Black Professionals at Bell Network, with an emphasis on learning and networking initiatives. We continue to strive to increase company-wide awareness and build inclusion for our under-represented team members. We have developed an Inclusion Calendar to highlight more than 100 important dates across cultures and inclusive celebrations and formally acknowledge important awareness initiatives, including Black History Month, International Women's Day, International Day Against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT), National Indigenous peoples Day and International Day of Persons with Disabilities.

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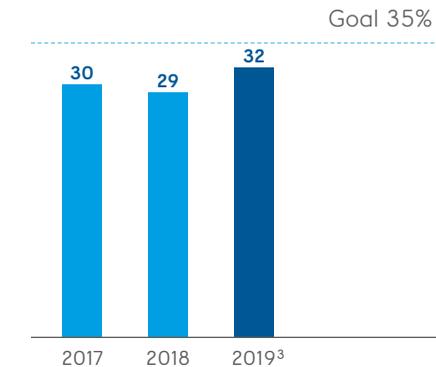
In 2019, in order to mark our commitment to inclusion, we created and shared a corporate video with the participation of 60 team members across Canada. Powerful testimonials from team members have reinforced the importance of creating a workplace where members can be themselves at work.

The impact of our sustained efforts are apparent in the results of our annual team member survey: in 2019, 85% of team members responded favourably to the statement “People of all backgrounds (cultural, gender, age, religion, disability, etc.) can succeed in my company.”

Women non-executive directors on the BCE board (in%)



Women in senior management² (in%)



1. Following the BCE 2020 annual shareholder meeting, the representation of women has temporarily decreased to 29%. This temporary decrease is the result of the nomination of one male director to facilitate a seamless transition and ensure Board renewal with the appropriate mix of skills, expertise and experience in anticipation of the retirement of three male directors at the 2021 annual shareholder meeting. BCE's Board of Directors remains committed to its target that each gender represent at least 30% of non-executive directors by the end of 2021
2. Vice Presidents and above
3. Updated calculation method to improve accuracy in 2019. Reporting date changed to January 31, 2020 to be consistent with BCE Management Proxy Circular. No restatements for 2017 or 2018.

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Diversity awards and recognitions

Bell is an active member of a number of prominent organizations that support the advancement of women in the workplace, including Catalyst, 30% Club, Women’s Business Enterprises (WBE), and Women in Communication and Technology (WCT).

Additionally, in 2019, Women’s Executive Network (WXN) named two Bell team members to their Top 100 list.

- Bell Media’s Melissa Grelo, Co-host, The Social, was recognized with the Art, Sports and Entertainment Award, underscoring her vision, leadership, versatility and commitment to Canadians and the media industry
- Mary Deacon, Chair of the Bell Let’s Talk mental health initiative, was recognized with the Trailblazers and Trendsetters Award. Mary’s ground-breaking vision of starting the conversation and overcoming the stigma attached to mental illness has made a remarkable and truly tangible difference in the lives of countless Canadians.



Melissa Grelo
Co-host, *The Social*
Art, Sports and Entertainment Award



Mary Deacon
Chair of Bell Let’s Talk
Trailblazers and Trendsetters Award and Order of Canada in 2019



Beverly Thomson
CTV News Channel
Anchor
Order of Canada
in 2019



Mary Ellen Carlyle
Senior VP and GM of
Dome Productions
Sports Broadcasting
Hall of Fame



Anna Silgado
Executive assistant in
our Network team
Mississauga Arts
Council



Anuja Sheth
VP, Business Networks
& Bell TV
Women in
Communications
and Technology

Mary Deacon and CTV News Channel Anchor Beverly Thomson were also named to the Order of Canada in 2019, the country's highest honour, for their exceptional career accomplishments and contributions to the community. Also in 2019, Mary Ellen Carlyle, Senior Vice President and General Manager of Dome Productions, was named to the Sports Broadcasting Hall of Fame. Mary Ellen is the first Canadian ever inducted into the Hall and the only woman recognized in 2019.

Anna Silgado, an executive assistant in our Network team, received an award in 2019 from the Mississauga Arts Council for her work in establishing [Artists in Momentum](#), an organization that promotes creative self-expression as a way of enhancing mental wellness.

In September 2019, Bell's commitment to gender equity in the workplace was recognized by Women in Governance, an organization supporting women in leadership development, career advancement and board governance. Bell received the [Parity certification](#) following an assessment of our progress on gender parity and the effectiveness of systemic enablers including governance, data analysis, talent development and leadership.

Our programs made it possible for Bell to be named one of Canada's Best Diversity Employers in 2019, an award that recognizes employers who lead the way in creating an inclusive environment where individuals from a wide variety of backgrounds are valued.

Anuja Sheth, VP, Business Networks & Bell TV, was recognized as a Trailblazer by [Women in Communications and Technology](#) as part of the organization's 2019 Leadership Excellence Awards. Part of the Women at Bell network, Anuja was recognized for her mentorship of women at all levels and is also active in the community, encouraging girls to pursue careers in STEM disciplines.

Building on our recognition as one of Canada's Top 100 Employers and a Top Montréal Employer, Mediacorp has again named Bell a Top Employer for Young People based on our award-winning recruitment and career development programs, and one of Canada's Top Family-Friendly Employers.

Bell was also the proud recipient of two 2019 TalentEgg National Campus Recruitment Excellence Awards. We received the Special Award for Social Responsibility in Recruiting, for the 2nd year in a row, which recognizes our inclusive hiring and onboarding programs, as well as the Campus Recruiting Program of the Year, which highlights the success of our campus recruiting strategy. Bell was also a finalist in Best Campus Career Website, Best Grad Program, Best Internship/Co-op Program, Best On-campus Student Engagement Strategy, Best Recruitment Marketing and Outreach, and Best Social Media Presence awards programs.

To learn more about Mediacorp, Canada's Top 100 Employers, Top Montréal Employer, and Top Employer for Young People awards [click here](#).

This is an extract from our [2019 Corporate Responsibility Report](#)



Supplier diversity GRI 102-9

At Bell, we also promote diversity among our suppliers. In 2014, Bell launched a supplier diversity program aimed at promoting active inclusion of companies owned and managed by women, Indigenous peoples, LGBT, and other minorities in our supply chain. This has since expanded to include companies that are owned and managed by Veterans and/or Persons with Disabilities.

In 2015, our Procurement team incorporated supplier diversity into our corporate diversity and inclusion strategy, with the executive support of the Diversity Leadership Council. Bell's Procurement team participates in at least 6 supplier diversity industry networking events annually, maintains a certified diverse supplier database accessible to all Bell team members, advocates and builds awareness on behalf of a wide range of certified suppliers, and promotes inviting a broad mix of suppliers to more sourcing activities.

We also maintain memberships with key Canadian councils that certify companies as diverse (51% ownership and managed), including the Women's Business Enterprise (WBE), the Canadian Aboriginal and Minority Supplier Council (CAMSC), and the Canadian Gay & Lesbian Chamber of Commerce (CGLCC). More recently, Bell became a corporate member of the Inclusive Workplace & Supply Council of Canada (IWSCC), which certifies companies that are 51% Veterans and/or Persons with Disabilities owned and managed.

For more on how we manage our supply chain, see the Community, economy and society section of this report.



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Mental health 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 world leading mental health practices in the workplace and broaden our approach to emphasize total health support. We educate team members through our best-in-class training programs, support them through the Employee and 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](#), reviewed annually by all team members. We also continue to reinforce the importance of mental health through initiatives that impact our day-to-day work. GRI 103, 205-2

Awareness and communication

The [Bell Let’s Talk](#) website and our dedicated intranet for mental and wellness provide easily accessible, centralized tools and resources for team members to learn, participate, and stay informed. In 2019, team members accessed our mental health and wellness intranet more than 26,000 times, taking advantage of our comprehensive mental health resources, including articles, videos and training, and a wide variety of other resources addressing total health.

Bell provides team members and their families with expert insights and advice on a wide range of health and wellness related topics through our video library. This library offers content from internationally acclaimed experts, authors, professors, and medical professionals.

Since 2010, each year, we hold multiple mental health promotion campaigns. In 2019 alone, there were over 9,800 participants (team members and others) in our internal mental health campaign activities.

Mental health training

We continue to expand our mental health training with targeted efforts to reach all team leaders and team members, including union representatives and Health and Safety committee members.

In 2019, Bell team members accessed 15,170 Health and Wellness educational videos resources.

Team member training

In 2019, we promoted our online [Building Blocks for Positive Mental Health](#) training offered to all team members. This program includes strategies for building resiliency and improving overall mental health.

It also includes practical tips for enhancing self-awareness and boosting emotional intelligence, as well as caring for others who are facing mental health challenges.

Leadership training

Our leadership team is the cornerstone of culture change and support. Accordingly, our focus in 2019 was to encourage all leaders to complete the first two mandatory [Workplace Mental Health Leadership](#) modules. We placed additional emphasis on completing the voluntary module 3, which provides leaders with a deeper understanding of the National Standard for Psychological Health and Safety in the Workplace.

TRAINING COURSES AND COMPLETION SUCCESSES

- **Building Blocks for Positive Mental Health training – voluntary: 16,600 team members**
- **Workplace Mental Health Leadership Module 1 – mandatory: 12,000 leaders**
- **Workplace Mental Health Leadership Module 2 – mandatory: 7,000 leaders**
- **Workplace Mental Health Leadership Module 3 – voluntary: 1,700 leaders.**

Mental Health training beyond Bell

In our efforts to promote supportive mental health practices across Canada, we worked with our EFAP provider and Queen’s University to develop our Workplace Mental Health Leadership™ program, the world’s first university-certified workplace mental health training program. Available to

any Canadian company or organization, the program has seen significant adoption nationwide; since its inception, more than 681 companies across Canada have participated in this program leading to a certificate from Queen’s University.

This is an extract from our [2019 Corporate Responsibility Report](#)

Employee and family assistance program (EFAP)

Our EFAP is a critically important tool for the management of team members’ total health needs, including prevention of illness. Since 2010, Bell has seen a sustained increase in EFAP’s overall usage. In 2019, overall usage reached 36%, which is more than double the industry and national norms and represents a 191% increase compared to 2010. This is a good story for Bell as it shows people are reaching out to receive the mental health support they need. A decrease in the number of short-term claims related to mental health also demonstrates how greater initial support can benefit everyone involved.

In 2019, overall EFAP usage reached 36% – more than double the industry and national norms, and representing a 191% increase compared to 2010.



Additional support services

Our health benefits plan offers up to \$3,000 per year for psychological care coverage for Bell team members and their dependents. Additionally, we continue to enhance support services on an ongoing basis with additional programs such as the examples below.

Coverage for online mental health support

In an effort to further increase psychological support, Bell team members as well as their spouses and dependents now have access to Internet-based Cognitive Behavioural Therapy (ICBT). Cognitive behavioral therapy is intended for those dealing with overwhelming stress, worrisome thinking, anxiety, depression, post-traumatic stress and most other frequent mental health problems. This affordable, easy-to-access and flexible service

(no traveling or appointment) is particularly helpful for employees and family members who are comfortable with technology, based in remote locations, have limited availability and/or prefer digital interaction rather than in person. According to our 2019 performance report, over 75% of ICBT participants experienced a reduction in symptoms severity after completing the program.

Suicide prevention and response guides

According to Statistic Canada, suicide is the second leading cause of death among youth and young adults (15–34 years) and the third for adults aged 35 to 44. Furthermore, 11.8% of Canadians report thoughts of suicide in their lifetime.

Bell team members and leaders expressed a need to be better equipped on how to react with colleagues or team members expressing suicidal intentions. In 2019, in partnership with subject matter experts from Suicide Action Montréal, the Toronto Distress Center and our EFAP provider,

we created suicide-prevention protocols providing practical advice on how to respond to a few crisis scenarios. Leaders and HR consultants are now better equipped with practical guides on how to manage suicidal intentions, suicide attempts as well as suicidal losses. We also designed a process flow map for Bell team members in order to guide them on what to do if a work colleague expresses suicidal intentions. The feedback received on these protocols has been very positive and users feel they provide all the critical components one needs to know in these challenging situations.

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Physical health

Over the past few years, we have embedded physical health promotion in our workplace mental health campaigns as an important prevention component with the understanding that regular physical activity can have a significant positive impact on mental health, energy levels, and happiness. In May 2019, we organized a corporate Walk for Wellness Challenge in which over 2,800 team members participated, and collectively logged over 568 million steps, exceeding by 13% our 500 million step corporate target. This challenge generated personal motivation, friendly competition, and social connections with colleagues with a satisfaction rate of over 95%.

Additionally, in 2019, we reviewed our gym discounts offering for Bell team members. A range of gym partners were selected (traditional, family, and boot camp) to ensure a wider geographic coverage. Amongst others, Bell continues to promote our partnership with GoodLife Fitness centres across Canada. Close to 5,000 employees and their family members are taking advantage of our corporate discount. Team members can also benefit from onsite fitness facilities and extended services at numerous Bell locations.

Return-to-work program

Our return-to-work program has been widely recognized for excellence and continues to yield promising results related to reducing rates of relapse and recurrence of disability leave. Mental health related relapses (within 1 month) and recurrences (within 1 year) are down respectively by 50% and 25% since 2010.

National Standard for Psychological Health and Safety

Bell continues to support and promote the adoption of the [National Standard for Psychological Health and Safety in the Workplace](#) across corporate Canada. Since the inception of the standard, we have shared best practices across hundreds of organizations in Canada to provide encouragement and guidance for others to implement healthier frameworks in their own workplaces.

You can find more information on the [13 psychological factors](#) that are impacting organizational health and the well-being of team members in the [Mental health in the workplace](#) information sheet on our website.

Learning and development

We offer a wide range of training for all team members, including enterprise-wide and role-based onboarding, and self-directed learning for personal and professional development. This includes targeted pathways and recommendations to help team members fully develop and build skills to stay abreast of the changing industry so that they can reach their leadership potential and career aspirations. GRI 404-2

Enabling our team members to continuously learn and develop is a powerful driver in supporting our Strategic Imperative to engage and invest in our people. In 2019, we invested over \$22 million in learning solutions, partnerships, and training sessions that are relevant, current, innovative, and forward focused in an effort to further contribute to the success of the organization and the development and achievement of employee-driven goals.

Mandatory Training

Through our learning management system, we offer enterprise-wide mandatory courses to align with business policies and to demonstrate expected workplace practices. In 2019, we updated all of our mandatory training courses to be more accessible and optimized for all screens, including mobile and tablet. This makes it easier for team members to complete the essential modules that inform them about our business policies and our organizational values, such as respect and ethical behaviour. We updated and evolved content within our Be Safe and Respect in the Workplace training modules to further support the well-being of our employees by focusing on preventative measures and the proper course of action in the event an incident occurs.

To learn more about mandatory training courses for our team members, see the [Learning and development](#) information sheet on our website.

Self-directed training

In 2019, our content catalogue increased from 13,000 to 15,000 business, creative, and technology courses, taught by industry-leading experts to help team members build on new and existing skills. Over 35 new courses were added each week. Since 2018, our French catalogue has doubled. We had a 115% increase in active users, and course viewership for various business, soft skills, and technical trainings increased 490%. Learners are able to access courses online or via mobile, and have the ability to download and view content while on the go and at their own convenience, even offline.

Our learning platform continues to evolve, becoming more accessible and easy to use. Recent changes to the interface include visual icons to identify different content, custom filters for personalized learning recommendations, and pop-up messages to let team members know about our latest offerings. In addition, team members can join customized learning groups within our Collaboration community, to socialize and interact with others, better connecting our organization.



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Role-based training

In 2019, we had over 12,000 learners in our front-line sales and support workforce answer 8 million learning questions, in over 550,000 learning sessions. This produced an overall average knowledge growth of 15% across all learning topics within the platform. In our retail division, 95% of sales associates logged in 15 times per month on average, truly creating a proactive learning culture.

Education assistance and certifications

Bell provides a wide range of certifications, including Microsoft technical certifications, and certifications for product and project management, business analyst, and business unit-specific functions. In addition, team members are leveraging our Education Assistance Program to pursue continuing education at external institutions.

Learning and development

At Bell, we support learning and development by providing training, tools, and resources to help strengthen team members' skills, behaviours, and performance.

Executive leadership development

For our executive leaders, we invest in company-driven development tailored to individual needs and job requirements. In 2019, Bell was a global sponsor of IWF World Leadership Conference in Toronto, Ontario.

To know more about the topics on this page, see the [Learning and development](#) information sheet on our website.



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Achieving through performance GRI 404-3

We believe it is important to position our team members for success by providing them with clear targets based on a combination of personal objectives, business needs, and corporate strategy.

In our performance management process, team members participate in setting objectives that include demonstrating key leadership behaviours that are essential to succeed at Bell. Our process helps develop all of our team members, and connects individual objectives with our 6 Strategic Imperatives and our company goal. It emphasizes that setting objectives, having a mid-year dialogue and a year-end review, with continuous meaningful conversations between leaders and team members throughout the year, are key to achieving individual results and support growth and development.

In our annual team member survey, we measure 'alignment' as a key index, placing importance on connecting individual objectives to those of leaders so that team members can see how their work contributes to overall success. This helps drive personal engagement and contributes to company performance.

We have defined our career development model with team members owning and driving their own career growth. The leader ensures career conversations are taking place by examining their own performance, proper planning, taking on new responsibilities, and defining specific and measurable objectives and applying them to their personal career plan.

We encourage leaders to have ongoing and focused performance and development conversations with their team members. These conversations include tracking progress against objectives, identifying development opportunities, and enhancing skills. Twice per year, one-on-one discussions take place between team members and leaders to assess team members' performance, which is measured against established objectives and Bell's leadership success profile.

We also 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 personal growth plan helps them to define what experiences they need to gain to meet their career aspirations.

Succession planning

Our succession planning initiatives work: in 2019, 100% of internal promotions at the vice president and director levels came from our high-potential leadership pipeline. This is our 2nd year achieving 100% of internal promotions from this pipeline.

In 2019, we launched Lean In Circles for high-potential women directors and senior managers in support of their development. A Lean In Circle is a group of women who meet every 4–6 weeks to support each other to achieve their goals and expand their network. The format of these circles is peer learning on various topics such as leading with impact, resilience, and fulfillment.

In 2019, for the first time, we identified high-potential leaders at the manager level. We designed and implemented a development program focused on next-level experiences to practice and develop leadership capability, and grow self-awareness and leadership presence, all while building networks and increasing knowledge and understanding of different areas of the organization.

To learn more about the range of development initiatives for our team members, see the [Learning and development](#) information sheet on our website.

Team member engagement

Team survey

Bell's ongoing commitment towards team members includes listening to them and increasing their engagement. One of the tools we use to this end is our annual team survey, which is designed to be completed quickly and easily in the official language of the team member's choice, and is accessible on both desktop and mobile devices. Capturing both quantitative and qualitative data, the survey focuses on understanding how engaged, agile, and aligned team members are, asking them to rate their leaders in key areas specific to engagement, including communication, recognition, trust, and respect.

In 2019, we continued our partnership with a vendor to gain insights into key engagement indicators. This approach helps us implement focused actions to make positive changes. In addition, our survey tool enables us to conduct multi-variant analyses, such as by geography, tenure, demographics, team, role, and level, among others, and to drill further into areas of opportunity for improvement.

In 2019, 83% of team members participated in the survey. The overall engagement score was 73%, with 78% of team members reporting that they are proud to work for Bell and pleased to see how their individual work contributes to the company's success.

Recognition – Celebrating work successes

Through a variety of initiatives, Bell publicly honours the work of team members. Our formal programs recognize contributions at 3 levels – local team, business unit, and corporate – with success celebrated informally and formally. The Bravo Award is the most prestigious award at Bell, recognizing outstanding performances by individuals and teams. We also celebrate service anniversary milestones, and we honour our retirees with the traditional President's Wallet to recognize and thank them for their contributions.

To learn more about recognition programs, see the [Employee recognition](#) information sheet on our website.



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Total compensation

Bell provides team members with total compensation packages that are competitive with the market in order to attract, engage, and retain talent. To maintain market competitiveness, we also review compensation levels at least once a year. We recognize our employees for their performance aligned with our 6 Strategic Imperatives to create value for our stakeholders. Bell's compensation package includes a competitive base salary, strong performance incentives, a range of benefits, including long-term and short-term disability leaves, and retirement plans. We offer added savings and wealth-building opportunities, including a share purchase plan (with company matching), group tax-free savings account (group TFSA), and a group retirement savings plan (group RSP). Moreover, we offer generous team member discounts on Bell services and purchases at The Source.

Our incentive plans reflect both the company's success and individual achievements. The Achievement Incentive Plan (AIP) covers more than 23,000 team members and over the last few years eligible team members have benefited from payouts that consistently paid very close to or above targets.

Each year, team members receive a comprehensive total compensation statement providing a complete picture that goes beyond salary and performance-based bonus payments to include the value of the benefits, pension plan, and team member savings. Delivered as a personalized statement, the document also serves to alert team members to other programs so that they may make the most of every benefit Bell offers.

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Benefits GRI 401-2, 401-3

The health of our team members and their family members is a priority at Bell. We believe it is paramount that we invest in programs to provide team members and their dependents with coverage and options that fit their personal situations. Our family-friendly programs, such as our recently enhanced maternity and parental benefits, are among the most generous on the market. More importantly, they provide team members and their dependants with choices that help them achieve an optimal, healthy lifestyle, with initiatives that address physical, mental, and financial health. For more information, see the [Benefits, retirement, and savings](#) information sheet on our website.

Company-paid benefits are offered to most of our regular team members and a variety of optional benefits is available to them for purchase at attractive group rates.

To help address an important gap and a great source of stress for many team members related to access to primary care medical services

across Canada, we now provide free and confidential access to doctors and other health care professionals through our new online virtual health care program.

The program offers confidential 24/7 access to a doctor or a nurse through secure online video consultations using a smartphone, tablet or laptop.

Services include:

- Consultation on common medical concerns such as cold and flu as well as pediatric care, mental health issues, prescription renewals, and nutrition counseling
- Specialist referrals including pediatricians, psychologists, dermatologists, and orthopedists
- E-prescriptions and e-lab requisitions
- Referrals to local clinics for further treatment.

This new program is already proving to be a tremendous support to our team members and their families.

Retirement and savings GRI 201-3

Financial security is important to our team members and we are committed to making it easy for them to invest for both the short and long term. Most Bell team members benefit from a defined contribution (DC) pension plan, as well as other savings plans, such as a group RSP, a group TFSA, and a share-purchase plan (the Employees' Savings Plan, or ESP, in which more than 28,000 team members participated in 2019).

To better support our team members as they transition to retirement, on April 1, 2019, the new Retirement Income Option was introduced, allowing retiring DC pension plan members aged 55 and over to start drawing an income directly from the DC arrangement by converting their DC account into a Retirement Income Account. The investments are maintained in the same professionally managed investment funds they enjoyed as team members without the need to transfer to a new financial institution or pay commissions for reinvesting the money elsewhere, while benefiting from very low administration and investment management fees.

In 2019, we contributed more than \$285 million to our various well-funded pension plans, which cover more than 85,000 members across the country, including over 50,000 pensioners and beneficiaries who are receiving monthly pensions. Through Morneau Shepell, Bell offers team members an option for purchasing benefits coverage to support their health and well-being after their career at Bell. Through the MyFuture Marketplace, team members can buy medical, travel, dental, and life insurance plans designed specifically for retirees and provided by some of Canada's leading insurance companies.

For more information on retirement and savings plans, see our [Annual Report](#) (p. 124 and note 24 starting on p. 142) and the [Benefits, retirement, and savings](#) information sheet on our website.

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Health and Safety Management System

Our Corporate Safety Action Plans are at the forefront of our maturing safety management system. Our management system aligns with recognized standards such as ISO 45001 and OHSAS 18001, ensuring that health and safety issues are managed in a systematic and diligent manner, that resources and responsibilities are clearly identified, and that our progress is monitored and reviewed quarterly. Health and Safety programs are integrated into Bell's business units and subsidiaries that have designated health and safety coordinators. This structure seeks to ensure compliance with operational requirements and continuous reporting to the Health and Safety governance team. We value the engagement and experience of our team members to look out for one another. GRI:2018 403-1

We leverage our team members to support 202 local health and safety committees across Canada, as well as 8 corporate health and safety committees which partner with the unions. As required by regulations, these committees represent operational and clerical functions, and meet and perform workplace inspections. Collectively, these committees have completed more than 7,100 workplace inspections in 2019, identifying and resolving issues, which, left unaddressed, could have contributed to incidents. The Health and Safety governance team collaborates with these committees for the development and implementation of prevention programs. GRI:2018 403-4

Each year, Bell's Internal Audit group incorporates health and safety programs into their internal audit plans. This helps the Health and Safety governance team to identify opportunities for improvement on an ongoing basis. This team monitors corrective actions and reports to the Audit Committee of the Board of Directors. In addition, quarterly performance review meetings with the CHRO & EVP Corporate Services and bi-annual performance review meetings with the HSSEC oversight committee are held. Finally, we review our performance annually with the [MRCC](#) of the Board of Directors.

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WHY IT MATTERS GRI 103

Health and Safety is important because it protects the well-being of team members and customers. Looking after health and safety makes good business sense. Workplaces that neglect health and safety may lose team members, risk prosecution, and may increase costs and reduce profitability.

WHAT WE ARE DOING

Bell seeks to provide a safe and healthy workplace where team members come to work knowing they are part of a team where we all embrace safety as the way we work, not just as an add-on. Dedication and leadership are bringing safety to the top of everyone's mind at Bell as we continue to develop programs to address the hazards and mitigate the risks present in our workplaces.



Prevention

We maintain a focus on prevention by continuously improving hazard identification procedures and assessing targeted high-risk functions. We create synergies and align practices across all lines of Bell's business, as well as evolve our health and safety programs as we acquire new businesses. GRI:2018 403-2

In 2019, we improved our process for workplace hazard resolution. Key performance indicators were identified, and scorecards were developed. As a result, resolution delays were reduced by 36%. At the same time, we developed guidelines for incident reporting and conducting investigations. We also provided training on how to conduct an investigation to operations managers to increase the quality of investigations. GRI:2018 403-5, 403-7

In addition, we rolled-out a new directive for purchasing and handling hazardous materials. This directive introduces a new approval process combining environmental and safety evaluations for hazardous materials, eliminating duplication and possible conflict of instructions from environmental and health and safety governance teams.

In 2019, we trained almost 400 local and corporate safety committee members and safety coordinators on workplace hazard identification and risk assessment. In addition, 17 assessments of high-risk functions were completed or are in progress, with the participation of 9 corporate business units and subsidiaries. The corporate team continues to support the planning and completion of the risk assessments, which is expected to be completed in 2021.

Despite efforts to reduce workplace accidents, our overall time lost accident frequency rate¹ for 2019 is 1.29, trending up by 14% (1.13) over 2018. GRI:2018 403-9

An earlier and more severe winter contributed to this increase. Successive frost-thaw cycles created icy conditions on many surfaces where our team members work, leading to more slips and falls, while higher snow accumulations led to more ergonomic issues and body stress. In 2019, we equipped a greater number of technicians with anti-slip footwear and implemented additional mitigation measures, such as training, which we expect will help address the higher accident rate associated with difficult and rapidly changing winter weather patterns.

We participate in industry groups to share best practices. We collaborate with associations such as the Environmental, Health & Safety Communications Panel ([EHSCP](#)) and the Federally Regulated Employers – Transportation and Communications ([FETCO](#)) association, and we collaborate on an ad hoc basis with peers on specific programs.

For detailed information about our health and safety programs, see the [Health and Safety](#) information sheet on our website.

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¹ Time Lost Accident Frequency Rate = number of time-lost accident cases ÷ number of worked hours × 200,000.

Recruitment and new talent

Attracting the best talent is important for Bell's evolving business environment as we continue to lead in a highly competitive marketplace. To secure access to top new recruits, we drive a variety of initiatives that build a community of job seekers through our Career Site and social media, with a focus on attracting and hiring a diverse candidate base that reflects our customers and the communities we serve.

In 2019, we hired more than 9,300 new team members, thanks in large part to our focus on expanded social media recruiting initiatives, which have generated more than 180,000 LinkedIn and 66,000 Twitter followers, as well as more than 1 million Talent Community subscribers. GRI 401-1

We continue to expand early-career and student hiring. On campuses, we sponsor student development initiatives and participate in over 50 student events, such as mock interviews, case competitions, hackathons, and networking sessions throughout the school year to promote career development and relationship building. In total, we visited 25 universities in Ontario, Québec, and Atlantic Canada to promote our opportunities with new graduates, with an emphasis on attracting candidates to Bell's award winning Graduate Leadership Program, one of the largest initiatives in Canada dedicated to helping new grads become the next generation of leaders. The Graduate Leadership Program resulted in the promotion of 34 Bell leaders in 2019, totalling 189 since its inception. Because of these efforts, Bell Canada was named one of Canada's Top Employers for Young People.

Bell actively works to help Canadian veterans, reservists, and their spouses find career opportunities within our company. Bell gives qualified Canadian veterans priority in hiring across all Bell operations, building on our long and proud tradition of supporting Canada's military men and women, and partners with the Military Spousal Employment Network (MSEN) to find opportunities at Bell. We also provide training to our recruiters to understand how veterans' skills are transferable, the benefits of hiring a veteran, and how to support veterans and reservists throughout the recruitment process. Since the program's inception in 2013, Bell has hired more than 440 veterans and veterans' spouses. We are also proud to start our partnership with With You, With Me which helps former Canadian military members re-train in Cyber Defense and find new employment. We continue our corporate

support of True Patriot Love, as well as being the Presenting Sponsor of the annual True Patriot Love Toronto Tribute Dinner, the largest fundraising event in support of Canada's military.

To increase the hiring of under-represented groups, in 2019, Bell advertised job opportunities and sponsored Career Fairs with organizations that connected us with high-potential diverse candidates including Lime Connect, Spectrum Works, Women in Communications and Technology, and a number of diversity-focused, on-campus student groups. On the international scale, Bell is a founding partner of Career Edge, enabling us to source talented, internationally trained professionals and persons with disabilities. We are also proud to partner with Move the Dial, a community of professional women empowering each other to build purposeful and fulfilling careers whilst promoting gender equality in the workplace. As part of our diversity and inclusion strategy, we ask job seekers to self-identify so we can short-list qualified candidates and ensure diverse representation. Our recruiters, hiring managers, and leaders now have access to a newly developed dashboard that highlights diversity breakdowns at every step of the recruitment stages (attraction, review, interview, offer, hiring). Through all of these initiatives and additional detailed insights, we have attracted 2% more women to apply to our jobs, and hired 1% more women in 2019 than 2018. In 2019, 30% of Bell's hires self-identified as Visible Minorities, 35% as Female and 2% as Persons with Disabilities.

Once team members are hired, their onboarding experience is critical to optimize their productivity and their sense of belonging as quickly as possible. Our Welcome to Bell program is designed to help new team members feel connected to the organization and have the resources they need for quick success by providing information on Bell's strategy, key contacts, customers, culture, processes, and various diversity committees employees can join.

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