

# Engagement, learning and development

SDG 4

GRI 404-1, 404-2, 404-3

GRI 102-41, GRI 2-30

This information sheet provides a more detailed overview of the key programs & initiatives that drive the development of a highly-skilled, dynamic and engaged group of corporate team members, union partners and subsidiaries who are proud to represent Bell.

Key highlights in 2022:

- Corporate team members, union partners and subsidiaries spent over 1.1 million hours in learning development;
- Our team members spent an average of 1.2 hours per month on learning;
- Women represented approximately 44% of overall learning usage;
- In our employee surveys, 90% of respondents reported feeling that our learning programs have helped them build skills or develop in their role.

---

PUBLIC | BELL CANADA

The BCE logo is displayed in a bold, blue, sans-serif font.

## Key programs & initiatives:

### Our listening strategy:

Key Program / Initiative	Value it brings	Key Action(s)	Future Outlook	Measures of Success
Bell Team Survey	<p>Bell's success requires a dynamic and engaged team that is committed to the highest environmental, social and governance (ESG) standards.</p> <p>Allows us to continually assess our engagement and how positively our team members feel about their job, department and the company as a whole.</p> <p>A highly engaged workforce has higher rates of customer satisfaction, higher rates of employee retention and employee attraction, lower rates of absenteeism and higher rates of performance and productivity.</p>	<ul style="list-style-type: none"> <li>Distribute our annual survey and leverage results to provide employee engagement insights, identify trends and opportunity areas to guide leaders in action planning.</li> <li>Results drive annual action planning and strategic initiatives to address and improve upon areas of opportunity.</li> <li>Annual review of questions to align with leading industry standards.</li> </ul>	<ul style="list-style-type: none"> <li>Evolve our overall listening strategy by collecting feedback and key topics that matter in order to guide our people practices and priorities.</li> <li>Continue to be a leading Canadian workplace with highly engaged team members.</li> </ul>	<ul style="list-style-type: none"> <li>83% Participation rate</li> <li>76% Engagement score (target: 75%)</li> <li>82% Leadership score</li> <li>Measure key category scores: Mental health, ESG, Employee Value Proposition, Work environment, my job, my department, my company.</li> <li>Drive action planning and strategic initiatives based on survey results.<sup>1</sup></li> </ul>

<sup>1</sup> PwC provided limited assurance over our 2022 indicator, 76% engagement score. See [PwC's assurance statement](#).

**Employee values & recognition:**

Key Program / Initiative	Value it brings	Key Action(s)	Future Outlook	Measures of Success
Employee Value Proposition	<p>Having a strong employee value proposition (EVP) is key for us at Bell to help set us apart from our competition, attract quality candidates and retain existing talent.</p> <p>By forming a new EVP in 2022, we are demonstrating the importance of “people” in our workplace, recognizing what matters most to our team members and continuously engaging and investing in them.</p>	<ul style="list-style-type: none"> <li>• In developing our EVP, we talked to team members who told us what they value most about working at Bell, via focus groups and interviews across the company.</li> <li>• Team members told us amazing stories that demonstrate the incredible value they bring to work each day and the impact they have on their teammates, customers and communities, regardless of where they work at Bell.</li> <li>• Three distinct themes were apparent – that Bell is a place where you can make an impact, immerse yourself in opportunities and feel like you belong.</li> <li>• We formulated these themes as our EVP and socialized them across the organization.</li> </ul>	<ul style="list-style-type: none"> <li>• Elevate the EVP principles within the work that we do to educate people leaders and team members on why Bell is a great place to work at!</li> <li>• Build new programs with the EVP in mind to keep it active and prevalent within our culture.</li> </ul>	<ul style="list-style-type: none"> <li>• Continually monitor and measure Bell's brand as an employer of choice in the market, through candidate and employee feedback, candidate attraction, employee engagement and retention.</li> </ul>



**Employee values & recognition:**

Key Program / Initiative	Value it brings	Key Action(s)	Future Outlook	Measures of Success
Better Together Program	<p>Bell's unified social recognition program for all business units offers many ways to celebrate great teamwork and accomplishments. The Better Together portal makes it fun and easy to show appreciation and see the great work happening on your team and throughout the company.</p> <p>In addition to social recognition, team members can show extra appreciation, giving pre-allotted points that recipients can redeem for items in the Better Together catalogue, including merchandise, gift cards and more, based on the following criteria:</p> <ul style="list-style-type: none"> <li>• Customer Champion</li> <li>• Collaborative Partner</li> <li>• Growth Generator</li> <li>• Game Changer</li> <li>• Mental Health and Inclusion Advocate</li> <li>• Community Leader</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor and measure adoption and impact of recognition activity and compare the results to external peer group benchmarking to be among the industry leaders with 40,000+ employees.</li> <li>• Target areas of opportunity to increase adoption through campaigns, localized change management and enablement, increased reporting and analytics and through strategic integration into existing and new programs (e.g. Onboarding).</li> <li>• Evolve self-serve reporting features in order to increase visibility of unused budgets and recognition coverage.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to maximize the use of allotted points to align within quarterly budgets in order to maximize program investment.</li> <li>• Promote and grow more recognition for mental health and inclusion advocates and Community Leaders.</li> <li>• Increase line of sight and transparency of recognition activity and adoption to celebrate role model behaviours and address areas of opportunity through performance management.</li> </ul>	<ul style="list-style-type: none"> <li>• % mix of total recognitions sent across all recognition behaviour categories</li> <li>• Active participation - frequency and recency of engagement, total recognition sent, points used, sent and received, recognition index (measures reach).</li> </ul>



Key Program / Initiative	Value it brings	Key Action(s)	Future Outlook	Measures of Success
Internal awards	<p>The quarterly Excellence and Innovation Awards recognize team members who go above and beyond to contribute to Bell's success and promote a positive work environment by exemplifying the recognition behaviours at the core of our Better Together program.</p> <p>The Bravo Award is Bell's highest honour, celebrating the exceptional achievements of team members who are leading the way in delivering on our Strategic Imperatives as we pursue our purpose of advancing how Canadians connect with each other and the world.</p>	<ul style="list-style-type: none"> <li>• Improve administrative and operational processes for greater efficiency, in particular, due to increasing volume of cross-BU awards.</li> <li>• Evolve the Bravo Gala experience to leverage and support the Employee Value Proposition.</li> </ul>	<ul style="list-style-type: none"> <li>• Indicator of employee satisfaction – correlate equity and inclusion (E&amp;I) mix to Team Survey results by leader or business unit.</li> <li>• Real time feedback – initiative to capture employee reactions live from the Gala.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of quarterly Excellence &amp; Innovation and Bravo nominations and awards across all recognition behaviours, ensuring an appropriate diversity mix across gender, BIPOC, persons with disabilities, regions, languages and levels.</li> </ul>



Key Program / Initiative	Value it brings	Key Action(s)	Future Outlook
External awards	<p>Important to ensure strategic alignment of our corporate awards focus with Bell's employer marketing goal of being a top employer of choice. By leveraging company employer of choice or culture related awards, Diversity &amp; Mental Health related awards and certifications as well as specific leadership awards, we aim to reinforce our strengths and values in the external talent market and internally with our own team members.</p>	<p>We thoughtfully assess all external award opportunities to select the awards that bring Bell differentiated value by supporting and reinforcing our talent and employer marketing priorities.</p>	<p>Broaden recognition for diversity of our leadership and company culture beyond gender and expand this focus into other aspects of diversity including LGBTQ2S+ individuals, Indigenous Peoples, new to Canada, BIPOC and accessibility.</p> <p>Increase focus on changing business and talent priorities such as a focus on high tech talent, innovation, ESG, early in career, regional markets and emerging talent.</p> <p>Integrate leadership awards with longer term future oriented development planning, with a focus on supporting our team member's in social impact, inclusion and community building.</p> <p>Leverage our successful wins to reinforce and align with our Employee Value Proposition and to amplify and celebrate our success through social media and internal communications.</p>

## Notable awards in 2022:

- Canada's Top 100 Employers award
- Top Employers for Young People
- Montreal's Top Employers
- Canada's Best Diversity Employers
- Canada's Top Family Friendly Employers
- Canada's Greenest Employers
- LinkedIn - Top Companies 2022: The 25 best workplaces to grow your career in Canada
- LinkedIn - Top 3 Canadian companies in the Best Culture of Learning category
- Excellence Canada - Order of Excellence recipient
- Women in Governance - Platinum Parity Certification
- Women in Communications & Technology (WCT) - Hadeer Hassaan, Trailblazer award
- Report on Business Best Executive award - Claire Gillies
- Ascend Canada, Mentor of the Year award - Angie Harrop

**Bell's Learning Essentials:**

Key Program / Initiative	Value it brings	Key Action(s)	Future Outlook	Measures of Success
<p>Essential e-learning for all</p>	<p>At Bell, we offer key mandatory training initiatives including “Bell’s Be Principles” &amp; “Bell’s Cyber Savvy Program” to foster the behaviours that best adhere to our Business Code of Conduct and culture.</p> <p>These programs are broken down into a series of short, interactive e-modules that:</p> <ul style="list-style-type: none"> <li>• Outline the company’s principles and values</li> <li>• Provide guidelines of expected employee behavior</li> <li>• Help us to protect our company’s assets and privacy</li> <li>• Protect employee well-being and safety</li> <li>• Increase employee morale through inclusion and mutual respect</li> </ul>	<ul style="list-style-type: none"> <li>• All team members are automatically enrolled to complete this training within their first 5 weeks at Bell and review it every 2 years thereafter.</li> <li>• Courses are frequently updated with the latest company guidelines and standards.</li> <li>• Frequent reporting and communications are shared with leaders to govern compliance and protect the well-being of our workforce.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to incorporate new guidelines and best practices within the onboarding program to align with company values and expected behaviours</li> <li>• In 2023, we plan to launch new courses to support the importance of French, accessibility and inclusion at Bell</li> <li>• Execute our strategy to frequently reinforce these principles in the flow of work and why they matter.</li> </ul>	<ul style="list-style-type: none"> <li>• We strive to have a 95% or higher compliance score for all targeted employees at all times, for each of our mandatory training courses.</li> <li>• In 2022, we achieved a range of 94.8% to 97.1% for our compliance score across all of our targeted courses.</li> </ul>



Key Program / Initiative	Value it brings	Key Action(s)	Future Outlook	Measures of Success
People Leader essentials	<p>Building on our foundational Bell Essentials training for all team members, we also strive to further support our People Leaders with advanced training programs and certifications on:</p> <ul style="list-style-type: none"> <li>• Mental Health &amp; Awareness</li> <li>• Diversity &amp; Inclusion</li> <li>• Respect in the Workplace &amp; Violence prevention</li> <li>• Health &amp; Safety</li> </ul>	<ul style="list-style-type: none"> <li>• People leaders are offered virtual or in person classroom trainings throughout the year with our learning management system.</li> </ul>	<ul style="list-style-type: none"> <li>• Our goal in 2023 and beyond is to make the targeted advanced courses mandatory for People Leaders to complete within their first 12-24 months in role as part of their onboarding.</li> <li>• All existing leaders that have yet to complete one of the trainings will be prioritized to go through the program.</li> </ul>	<p>Shift from annual target of training a % of leaders each year to ensuring leaders are 95%+ compliant with completing these courses within a 24 month timeframe.</p>

**Self-directed continual learning & development:**

Key Program / Initiative	Value it brings	Key Action(s)	Future Outlook	Measures of Success
Bell Learning Hub	<p>Provides Bell team members, contractors and affiliates unlimited access to thousands of business, creative and technical video-based courses. These courses feature premium content providers and industry experts in a centralized learning portal that can be customized for each individual learner based on preselected career development goals and focus areas.</p> <p>This program supports our strategic imperatives to engage and invest in our people and operate with agility and cost efficiency.</p>	<p>Continually enable team members to access the portal and learn in the flow of work through:</p> <ul style="list-style-type: none"> <li>• Offering customized programs to align with business priorities, trending topics or Bell leadership attributes.</li> <li>• Easy to consume content that is broken into bit-sized increments.</li> <li>• Integrating and centralizing the majority of Bell’s learning offerings.</li> <li>• Driving ongoing contests and incentives.</li> </ul>	<ul style="list-style-type: none"> <li>• Expand the real-time reporting capabilities at the business unit and team level for leaders, for direct insights to learning trends and interests within teams and to drive engagement and sustain usage.</li> <li>• Further integrate additional offerings and programs within our learning eco-system as the central platform for all learning needs.</li> <li>• Enable and develop curated learning within the business to create targeted programs for specific functional needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Strong engagement when compared to benchmark for companies with more than 10,000 employees.</li> <li>• &gt;15,000 active users</li> <li>• &gt;1.1M content items viewed per year (for the third consecutive year 2020 – 2022).</li> <li>• Active learners spend 3.5 hours on average viewing content.</li> <li>• 50% repeat learners</li> <li>• 44% female learners</li> <li>• &gt;60% of learners are Bell management</li> </ul>



Key Program / Initiative	Value it brings	Key Action(s)	Future Outlook	Measures of Success
Bell's Virtual University (Bell U) community	<p>Provides tech talent team members the opportunity to upskill and learn new skills in the flow of work in the highly sought technical sector.</p> <p>Strengthens our strategic imperatives to engage and invest in our people and create a sustainable future and drive growth with innovative services.</p>	<p>Targeted learners are provided:</p> <ol style="list-style-type: none"> <li>1. Access to an <b><u>intelligent learning experience platform (LXP)</u></b> that connects content, team mates and personalized skills ratings and development.</li> <li>2. <b><u>Premium learning licence (PS) to augment learning and enhance skills proficiency.</u></b></li> </ol>	<ul style="list-style-type: none"> <li>• Create a skill inventory library.</li> <li>• Targeted approach to increase skills ratings and proficiency by partnering with tech talent leaders in the business to understand the needs and future business trends.</li> </ul>	<ul style="list-style-type: none"> <li>• over 66,000 items viewed (increase of 226% in the last year)</li> <li>• over 43,000 items completed (increase of 170% in the last year)</li> <li>• over 57,000 skill ratings</li> </ul>

Key Program / Initiative	Value it brings	Key Action(s)	Future Outlook	Measures of Success
Education Reimbursement Program	<p>Bell's Education Reimbursement Program (ERP) helps to subsidize the costs each year for approved education courses recognized by specialized or post-secondary institutions for team members who are looking to further develop or get certified in their current or aspiring role at Bell.</p> <p>Team members can get up to a \$1500 reimbursement each calendar year upon successfully completing their program.</p>	<ul style="list-style-type: none"> <li>• A Training and education fund is allocated to all Bell Business units to support this initiative.</li> <li>• A digital e-form is in place to streamline the process by managing all requests. This includes; eligibility guidelines, leader approvals and reimbursements. It is also used to govern overall spend and usage of the program.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to invest in employee education and development to help them reach their career aspirations.</li> <li>• Explore increase in the annual reimbursement amount for specialized roles.</li> <li>• Build employee skills and improve performance.</li> <li>• Increase employee retention.</li> </ul>	<ul style="list-style-type: none"> <li>• +5 pts on engagement index compared to Bell average.</li> <li>• 44% participation from women.</li> <li>• 90% feel the program has helped them develop.</li> <li>• 35% more likely to exceed performance objectives.</li> </ul>

**Targeted Continual Learning & Development Programs:**

Key Program / Initiative	Value it brings	Key Action(s)	Future Outlook	Measures of Success
Leadership development	<p>Bell believes in creating a workplace where you can make an impact, feel you belong and immerse yourself in opportunities. Our selection of live and virtual leadership development programming supports foundational and mastery skill development for all management employees up to Director level.</p> <p>Our People Leader programs are customized for Bell in providing the learning that leaders need to lead, support and develop their people.</p> <p>Our new Resilience Pathway further supports this by equipping leaders with tools and resources to build and sustain a culture of resiliency.</p>	<ul style="list-style-type: none"> <li>• Provide customized offerings for new and existing leaders within our learning management system.</li> <li>• Market our popular Coaching, Feedback and Career program curricula to support people leaders to have effective and meaningful development conversations with their team.</li> <li>• We offer additional niche programming that provides all leaders with the tools and resources to have effective performance and development conversations with their team members, whether in person or virtually.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced offerings based on employee persona from early talent to Director level</li> <li>• Create targeted pathways for the skills that team members need most such as building a personal brand, design thinking, change management and more.</li> </ul>	<p>Leadership development programs continue to meet or exceed YoY adoption:</p> <ul style="list-style-type: none"> <li>– 30% growth from 2021</li> <li>• Aggregate skills adoption – 90%</li> <li>• Aggregate skills in job application – 92%</li> <li>• Overall aggregate Net Promoter Score (NPS) – 87%</li> </ul>



Key Program / Initiative	Value it brings	Key Action(s)	Future Outlook	Measures of Success
Executive Leadership training	For executives, we focus on capability building and engagement through formal development and networking programs. We also provide opportunities to advance education, such as sponsoring an executive MBA.	<ul style="list-style-type: none"> <li>We conduct leadership assessments, feedback surveys and one-on-one coaching sessions that are leveraged to continually measure performance</li> </ul>	<ul style="list-style-type: none"> <li>Continue to sponsor participation of 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.</li> <li>Personalized development planning to leverage specific strengths and to address key areas of opportunity tied to the individual career plans and executive succession plans.</li> </ul>	<ul style="list-style-type: none"> <li>Personalized development plans for 100% of high potential talent and key successors at the executive level.</li> </ul>

Key Program / Initiative	Value it brings	Key Action(s)	Future Outlook	Measures of Success
Bell's Virtual University (Bell U) Academy	<p>We offer a white-glove program that gives employees the opportunity to learn new skills and redirect their careers in the highly sought technical sector.</p> <p>Employees participating in the learning academy score eight points higher on engagement scores than the average at 84%</p>	<p>We have enhanced our support models to include:</p> <ol style="list-style-type: none"> <li>1. Dean of faculty – each faculty has a VP subject matter expert who will advocate and assist with the program and its growth</li> <li>2. Technical Subject Matter Expert (SME) – a technical prime will join the Bell U team to help refresh &amp; build customized curriculums.</li> </ol> <p>We continually refresh our content catalog with the latest premium offerings.</p>	<ul style="list-style-type: none"> <li>• In 2023, we will launch an additional 2 cohorts.</li> <li>• We will scale the program to include more advanced specialized roles available at Bell to create more opportunity for our people.</li> <li>• Continue to future proof Bell with highly sought after technical talent that will drive innovation.</li> </ul>	<p>The program has been highly successful with:</p> <ul style="list-style-type: none"> <li>• 98% graduate retention rate</li> <li>• 30% of graduates being promoted</li> <li>• 32% are women - eight points higher than average</li> <li>• 84% engagement scores - eight points higher than average</li> </ul>

Key Program / Initiative	Value it brings	Key Action(s)	Future Outlook	Measures of Success
Micro-learning platforms for the front-line	<p>We leverage a mobile-friendly learning tool for many of our front-line sales and support team members to build knowledge in order to reinforce knowledge retention in support of our strategic imperative to champion customer experience.</p> <p>Uses for this tool include onboarding new team members, disseminating new information and demonstrating job best practices. Learners play games, earn points and compete with peers on leaderboards. The tool delivers real-time communications, knowledge metrics by individual questions and enables interaction between team members.</p>	<ul style="list-style-type: none"> <li>• Dedicated subject matter experts and learning primes are in place to create customized content specific to job function.</li> <li>• New Information is automatically prioritized and must be completed prior to accessing anything else in the tool.</li> <li>• Topics with lower knowledge scores are emphasized and reinforced to build knowledge growth.</li> </ul>	<ul style="list-style-type: none"> <li>• We continue to expand this offering across our front-line functions.</li> <li>• Explore leveraging reinforcement features for corporate learning initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• 14,500 active learners</li> </ul> <p>In 2022, Bell team members:</p> <ul style="list-style-type: none"> <li>• Launched 1.45M learning sessions</li> <li>• Answered 7.6 Million Learning questions</li> <li>• Had an average knowledge lift of 15.6% across all active topics</li> <li>• Logged in 3-4x a week on average, exceeding the industry best practice</li> </ul>



**Career development & succession planning:**

Key Program / Initiative	Value it brings	Key Action(s)	Future Outlook	Measures of Success
<p>Bell's Mentoring Program</p>	<p>Connecting talent to build better Careers at Bell &amp; affiliates</p> <p>At Bell our unified approach is democratizing mentoring. We have moved from business unit specific, siloed and small-scale programs to an online platform with profile attributes that is always-on and open to all leaders, and a self-serve approach to finding meaningful connections.</p> <p>Investing in mentoring is key to the Future of Work:</p> <ul style="list-style-type: none"> <li>• Promotes career mobility</li> <li>• Fosters connections, engagement and retention</li> <li>• Increases skills proficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Educate People Leaders in white-glove onboarding.</li> <li>• Launch events (e.g. mentor corner, speed matching, workshops) to elevate engagement.</li> <li>• Create new learning pathways (e.g. Personal branding) to close the skills gap.</li> </ul>	<ul style="list-style-type: none"> <li>• Our best practice mentoring program is purposeful in design and implementation and targeted in approach to support the learning of our leaders. Impact will be assessed on retention, performance and engagement metrics</li> <li>• This approach will drive inclusivity and ensure that more team members experience mentoring.</li> </ul>	<ul style="list-style-type: none"> <li>• 20% of active members are already in a 1:1 formal relationship.</li> <li>• 10% of all leaders are expected to be in a mentoring relationship by the end of 2023.</li> </ul>



Key Program / Initiative	Value it brings	Key Action(s)	Future Outlook	Measures of Success
Performance & feedback	<p>Our performance management process (PMP) is designed for all team members, including management, non-management and executives, to participate in setting annual objectives with key success measures and expected leadership behaviours that are essential for success at Bell.</p> <p>Team members are encouraged to frequently discuss and align on their objectives with their leaders. These ongoing discussions help to set performance expectations and provide insight on progress, accomplishments and development opportunities throughout the year.</p> <p>There are two formal touchpoints;  1) Mid-year, where team members discuss their development needs and career ambitions with their leaders.  2) Year end, to review performance against objectives.</p>	<p>In 2022, we launched 4 new leadership attributes to all team members that align with Bell's Employee Value Proposition and our six Strategic Imperatives. These are:</p> <ul style="list-style-type: none"> <li>• Promotes belonging</li> <li>• Champions the customer</li> <li>• Creates collaborative partnerships</li> <li>• Drives for impact</li> </ul> <p>We also offer training in our learning management system to help educate on these new attributes and to help facilitate conversations between team members and their leader.</p>	<ul style="list-style-type: none"> <li>• As we move forward, we are focusing on shifting the culture to align with building trust and collaboration among team members through frequent check-ins, objective setting and feedback. This model reinforces the leader's role as a coach, which enables team members to discuss their development goals with their leaders and to take accountability to set and reach their objectives.</li> <li>• Continue to train people leaders on how to give meaningful feedback, as a coach to their team member.</li> <li>• Continue to train all employees to ask for feedback.</li> </ul>	<p>All Business Units participate in round tables to calibrate team member performance and demonstration of the leadership attributes to provide feedback for growth and development and to determine the individual portion of the annual bonus.</p>

Key Program / Initiative	Value it brings	Key Action(s)	Future Outlook	Measures of Success
Personal Growth Plan	<p>At Bell, career development is also supported through ongoing career conversations between our leaders and team members.</p> <p>The Personal Growth Plan (PGP) is a formal process designed to support short and long-term career planning to help someone document development areas for their current role or a future opportunity.</p>	<ul style="list-style-type: none"> <li>• We encourage our team members to build a personal growth plan each year to help them identify a strength to enhance or a skill to develop in alignment with their career goals.</li> <li>• The PGP helps to define what experiences they may need to meet their career aspirations.</li> <li>• Leaders also have performance measures to ensure they are having these conversations to support their team members.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to drive adoption to the formal process for ongoing reference and support.</li> <li>• Create learning exercises and offer additional support resources.</li> </ul>	Team members have a formally documented personal growth plan in our system.

Key Program / Initiative	Value it brings	Key Action(s)	Future Outlook	Measures of Success
High-potential talent	At Bell, industry leadership and long-term business success in a fast-changing and highly competitive market requires that we continually and strongly invest in developing our talent and ensuring a robust leadership succession pipeline.	<p>We follow leading talent management strategies and practices:</p> <ul style="list-style-type: none"> <li>• Ongoing benchmarking and review to ensure we evolve our definition and criteria of top talent, incorporate a rigorous process to assess leadership potential and partner with talent to support their ongoing development and career aspirations.</li> <li>• Developing and delivering customized high quality training programs that are strategically driven (see business success as inseparable from talent development) and advance leadership and future-focused skills and capabilities.</li> <li>• Leveraging a blended learning approach to accelerate the development of high potential talent through mentorship, coaching and experiential growth opportunities that promote self-discovery and growth.</li> </ul>	<ul style="list-style-type: none"> <li>• We have a robust talent pipeline that effectively meets our current and future leadership succession requirements.</li> <li>• Our talent are receiving high quality development experiences that accelerate their career advancement and build organizational capability.</li> </ul>	<p>In 2022,</p> <ul style="list-style-type: none"> <li>•692 team members were identified as next Gen High Potential talent</li> <li>•152 Next Gen team members were promoted</li> <li>•49.4% of Next Gen team members are women</li> </ul>

**Labour Unions:** GRI 102-41, GRI 2-30

Key Program / Initiative	Value it brings	Key Action(s)	Future Outlook	Measures of Success
Bargaining agreements	<p>At Bell, it's essential to build the strength and support of our workforce through strong Union partnerships.</p> <p>As of December 31, 2022, we have 65 collective agreements across 13 different Unions for a total of 19,317 team members, which represents 43% of BCE team members.</p>	<p>Different collective agreement provisions include:</p> <ul style="list-style-type: none"> <li>• Joint committees that provide an opportunity to discuss issues around engagement, learning and development, as well as other important matters.</li> <li>• Transfer and job posting procedures to facilitate professional mobility.</li> <li>• Advance notice and discussion with Unions prior to implementation of significant changes that could impact team members' growth.</li> <li>• Options of redeployment in the event of restructuring and layoffs, including severance pay options more generous than minimum legal requirements</li> <li>• A well-defined grievance procedure</li> </ul>	<p>Ensuring continuity and positive long-term relationships with our union partners to allow our unionized team members to grow and reach their full potential continue to be a priority</p>	<p>Negotiate collective agreements that deliver competitive labour conditions and uninterrupted service to our customers, both of which are critical to achieving our business objectives.</p>

<b>Union</b>	<b>Number of collective agreements</b>	<b>Number of employees</b>
Unifor	39	17,230
IBEW	4	794
TEAM	1	562
Teamsters	2	172
CSN	6	249
USWA	4	125
SCFP	1	68
IATSE	2	42
ONG	1	18
AFTRA	1	17
CUPE	2	15
SEPB	1	14
CSQ	1	11
<b>TOTAL</b>	<b>65</b>	<b>19317</b>

*To the extent this information sheet contains forward-looking statements including, without limitation, outlooks, plans, objectives, goals, targets, strategic priorities, commitments, undertakings and other statements that do not refer to historical facts, these statements are not guarantees of future performance or events, and we caution you against relying on any of these forward-looking statements. Forward-looking statements are subject to inherent risks and uncertainties and are based on assumptions that 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. Refer to BCE Inc.'s most recent annual management's discussion and analysis (MD&A), as updated in BCE Inc.'s subsequent quarterly MD&As, for further information on such risks, uncertainties and assumptions. BCE Inc.'s MD&As are available on its website at [bce.ca](http://bce.ca), on SEDAR at [sedar.com](http://sedar.com) and on EDGAR at [sec.gov](http://sec.gov).*