



This is an
extract from our
[2018 Corporate
Responsibility Report](#)



Team members

With its broad range of operations across the country, Bell creates multiple opportunities for team members to build rewarding careers in a variety of disciplines. Committed to sustain 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.



This is an extract from our [2018 Corporate Responsibility Report](#)

Engaged expertise

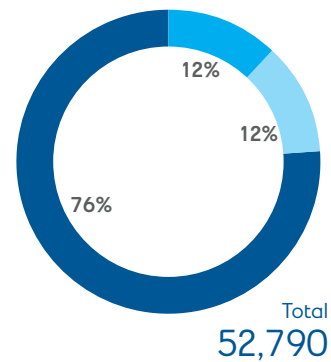
To execute on our [Strategic imperatives](#), we rely on the engagement and expertise of our team members. We focus on attracting, developing, and retaining the best talent, as well as creating a positive team-member experience that drives effectiveness, high performance, and agility in our evolving 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.

Our team

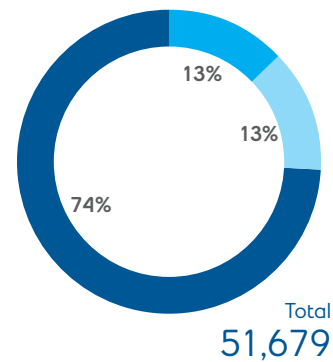
At the end of 2018, our workforce comprised 52,790¹ team members, an increase of 1,111 people compared to the end of 2017, due primarily to call centre hiring and acquisitions, partly offset by natural attrition, retirements and workforce reductions.² Approximately 44% of total BCE employees were represented by labour unions at December 31, 2018. GRI 102-7

GRI 102-41

BCE 2018 employees



BCE 2017 employees



■ Bell Wireline ■ Bell Wireless ■ Bell Media

¹ All BCE subsidiaries, including Quantrics and AlarmForce
² Voluntary turnover for 2018 was 12.7%, including Quantrics and AlarmForce, but excluding temporary employees from BellIMTS, The Source, Expertech, and BTS.

GRI 401-1





This is an extract from our [2018 Corporate Responsibility Report](#)

Workplace, human rights and privacy

Canadian employment standards context

GRI 401-3, 407-1, 408-1, 409-1

Most 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. 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, and termination notice and termination pay. In many cases, Bell's policies and programs exceed minimum legal requirements.

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.

More than 300 team members used the online medical accommodation tool to submit a medical accommodation request in 2018¹

¹ This tool provides integrated communication to engage relevant stakeholders more quickly and efficiently. In 2019, we plan to expand this tool to include family and religious accommodation requests.





This is an extract from our [2018 Corporate Responsibility Report](#)

Bell's focus on respect in the workplace

Everyone deserves a respectful, positive, and professional environment. Bell's violence prevention policy describes the company's zero tolerance approach to workplace violence and harassment. It underlines our commitment to 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 102-33

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.

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 2018, approximately 900 leaders were trained and we plan to train another 1,000 leaders in 2019.

In the first 3 months, 4,264 team members completed *Respect in the workplace* training

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. In 2018 more than 2,500 team members downloaded the "Civility guide" while over 1,600 leaders consulted the "Leader's guide to managing conflict".

Internal complaint resolution

Bell offers team members a 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. GRI 102-33

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. Bell provides its team members with appropriate information regarding privacy and has centralized its policy and resources on the Bell Privacy website. This provides clear instructions to team members about their responsibilities for safeguarding personal information. We also published updated information

on our intranet that clearly defines roles, processes, training support, and more. Additionally, team members can 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, please see the Our customers and the Community, economy, and society sections in our complete Corporate responsibility report.



This is an extract from our [2018 Corporate Responsibility Report](#)

Diversity and inclusion

At Bell, 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 meets federally regulated employment equity targets and reflects the diversity of the communities we serve, with a commitment to ensuring every team member has the opportunity to reach their full potential.

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 13 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.

Diversity and inclusion objectives

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

Bell is a signatory of the [Catalyst 2022 accord](#) 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.

As part of that task, and integral to developing our future employment equity plans, 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. We also seek out and adopt best-practice standards on workplace accessibility and continue to work to increase awareness and engagement through support of various inclusion events such as International Day Against Homophobia, Transphobia and Biphobia, and National Indigenous Peoples Day.

Looking ahead, we plan to continue building momentum for our diversity and inclusion strategy by setting concrete objectives and emphasizing the importance of leading through greater inclusion.



This is an extract from our [2018 Corporate Responsibility Report](#)

Performance in 2018

Our diversity and inclusion strategy, coupled with higher rates of self-disclosure, have 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.

Diversity GRI 405-1 (in %)

Diversity group	WORKFORCE					SENIOR MANAGEMENT ¹				
	2017 LMA ²	2018	2017	2016	2015	2017 LMA ²	2018	2017	2016	2015
Women	37.3	32.3	32.6	33.6	34.2	27.4	28.7	30.1	29.3	25.9
Visible minorities ³	20.4	18.6	18.6	19.7	19	10.1	8.4	8.6	8.6	8.4
Persons with disabilities ³	5.3	3.6	3.8	4.0	3.7	4.3	2.1	1.4	2.1	3.5
Indigenous Peoples ³	2.4	2.4	2.2	2.3	2.1	2.9	0.7	0.7	0.7	2.1

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 2017 headcount. The data are provided to Bell by the Canadian government, and are based on data from the 2011 National Household Survey and 2012 Canadian Survey on Disability. This is the most current information available

3 Data for these segments depends upon full-time and part-time employee self-identification in Bell's diversity questionnaire.

In 2018, the Diversity leadership council (DLC) reinforced its commitment to foster an inclusive workplace. We invested in the design of an inclusive leadership development program focused on mitigating unconscious bias and supporting leaders in developing and advancing our diverse talent pipeline. We successfully launched the program in 2018. Over 50% of the leadership team completed the program, with remaining leaders scheduled to take the training in 2019.

We further support the diversity and inclusion of our workplace 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 Bell Black Professionals Network (BBPN). We also build inclusion for our under-represented team members through learning and networking initiatives and by celebrating important awareness initiatives, including Black History Month, International Women's Day,



Marci Ien, Bell Media TV Host, interviewed George Cope, our President and CEO at a Women at Bell event.

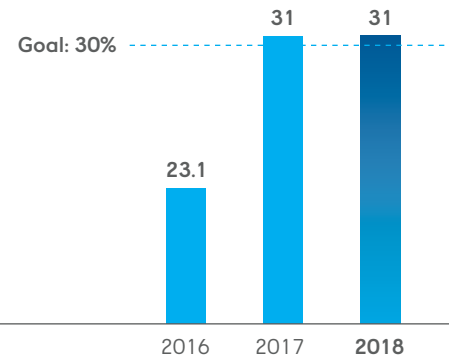


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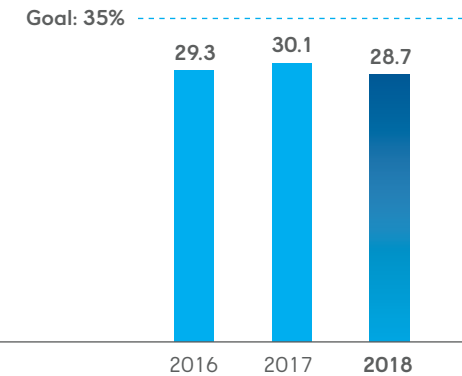
International Day Against Homophobia, Transphobia and Biphobia, National Indigenous Peoples Day and International Day of Persons with Disabilities. The impact of this support is apparent in the results of our annual team member survey: in 2018, 85% of team members responded favourably to the statement “People of all backgrounds (cultural, gender, age, religion, disability, etc.) can succeed in my company” (an increase of 1% over 2017).

Since 2017, 31% of non-executive directors on the BCE Board of Directors are women.

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



Women in senior management
(in %)



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), Women’s Executive Network (WXN), and Women in Communication and Technology (WCT). In 2018, Women in Film & Television named Bell Media’s Edwina Follows the winner of the Creative Excellence Award, and WXN named Bell Media’s Marci Ien one of Canada’s Top 100 Most Powerful Women 2018 in the BMO Arts, Sports & Entertainment category.



Edwina Follows

General Manager,
Discovery Networks, Bell Media

Women in Film & Television,
Creative Excellence Award



This is an extract from our [2018 Corporate Responsibility Report](#)



Marci Ien

Host (TV),
Bell Media

Women's Executive Network (WXN),
Canada's Top 100 Most Powerful Women,
BMO Arts, Sports & Entertainment



Eleanor Marshall

The Association of Canadian Pension Management (ACPM) has named Bell's Eleanor Marshall the winner of its 2018 [National Industry Award](#) for professional excellence and outstanding contributions to Canada's retirement income industry.

In September 2018, 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 was one of only 31 Canadian companies to receive 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 2018, an award that recognizes employers who lead the way in creating an inclusive environment where individuals from a wide variety of backgrounds are valued.

Building on our recognition as one of Canada's Top 100 Employers and a Top Montréal Employer, Mediacorp¹ has again named Bell a Top Employer for Young People based on our award-winning recruitment and career development programs.

In 2018, Bell hired more than 1,000 students across the organization through placements, paid internships and university co-op programs.

In addition, the Employment Equity Achievement Awards recognized Bell's commitment to employment equity for promoting diversity in the workplace through our Inclusive Leadership Development Program, an instructor-led training offer launched to help team leaders across the company disrupt and mitigate unconscious bias and foster a diverse talent pipeline.

Bell is the proud recipient of TalentEgg's 2018 National Campus Recruitment Excellence Awards: The Special Award for Social Responsibility in Recruiting and Best Employee Engagement and Retention Strategy for Gen Y and Z. The recruitment team was also a finalist in the categories of Best Grad Program, Best Campus Recruiting Program, Best Social Media Presence, and Best Recruitment Marketing & Outreach.



¹ 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 [2018 Corporate Responsibility Report](#)



Bell team members attended the Employment Equity Achievement Awards in Ottawa to accept the award. In the picture from left to right: The Honourable Patricia A. Hajdu, Minister of Employment, Workforce Development and Labour, Bell's Sara Lockhart, Director, Learning Engagement, Diversity & Inclusion, and Tina Debos, Senior Consultant, Diversity & Inclusion.

Supplier diversity

At Bell, we also promote diversity among our suppliers. In 2014, we launched a supplier diversity program to boost the representation of women, Indigenous Peoples, LGBT and minority-owned businesses in our supply chain. In 2015, the Bell Procurement team incorporated supplier diversity into our corporate diversity and inclusion strategy, with the executive support of the Diversity Leadership Council. Bell participates in supplier-diversity industry events, maintains a diverse supplier database accessible to all Bell team members, and invites a broad mix of suppliers to more sourcing activities.

We also maintain memberships in Women's Business Enterprise (WBE), the Canadian Aboriginal and Minority Supplier Council (CAMSC), and the Canadian Gay and Lesbian Chamber of Commerce (CGLCC).

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



The Bell Procurement team supports supplier diversity as part of our corporate diversity and inclusion strategy.



This is an extract from our [2018 Corporate Responsibility Report](#)

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.

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 2018, 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.

Our leadership team is the cornerstone of culture change and support. Accordingly, our emphasis in 2018 was to encourage all leaders to complete 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: **9,400 team members**
- Workplace Mental Health Leadership Module 1: **11,000 leaders**
- Workplace Mental Health Leadership Module 2: **6,000 leaders**
- Workplace Mental Health Leadership Module 3 – optional: **1,500 leaders.**



This is an extract from our [2018 Corporate Responsibility Report](#)

Further supporting wider adoption of standards to address mental health, Bell, our EFAP provider, and Queen’s University have worked in partnership to develop the Workplace Mental Health Leadership certificate program, the world’s first university-certified workplace mental health program. Since its inception, more than 591 companies across Canada have participated in the program leading to a certificate from Queen’s.

Employee and family assistance program (EFAP)

A critically important tool for the management of team members’ total health needs, including prevention of illness, the EFAP offers various counselling options for team members such as e-counselling, over the phone counselling, a dedicated mobile app, and face-to-face counselling with accredited professionals. Since 2010, Bell has seen a sustained increase in EFAP’s overall usage. In 2018, overall usage reached 36%, which is more than double the industry and national norms and represents a 190% 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.

The content helps leaders build their skills in supporting their team members and applying healthy workplace practices, accommodation and return-to-work best practices, while at the same time strengthening preventative techniques and integrating elements from the National Standard for Psychological Health and Safety in the Workplace.



In 2018, overall EFAP usage reached 36% — more than double the industry and national norms representing a 190% increase compared to 2010.



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Awareness and communication

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

The [Bell Let's Talk](#) website and the mental health and wellness page, launched in 2015 on our intranet, continue to provide easily accessible, centralized tools and resources for team members to learn, participate, and stay informed. In 2018, team members accessed our mental health and wellness site more than 28,000 times, taking advantage of our comprehensive mental health resources, including articles, videos and training, and a wide variety of other resources addressing total health.

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.

We continue our commitment to the standard by building sustainable programs, and addressing opportunities related to the [13 psychological factors](#) that experts agree have a powerful impact on organizational health and the well-being of individual team members.

For more information on our workplace practices, please see Bell's focus on respect in the workplace in our complete Corporate responsibility report.

Other initiatives

Our comprehensive and proactive approach to mental health awareness and enhanced programs and services continuously supports team members and we have seen a significant reduction in mental health short-term disability claims compared with 2010. For information on other mental health initiatives for our employees, please see our [mental health in the workplace](#) information sheet.





This is an extract from our [2018 Corporate Responsibility Report](#)

Learning and development

We offer a wide range of training for all team members, with specific and targeted training pathways to meet the demands of our changing industry environment and to enable our team members to fully develop their leadership potential and achieve their aspirations.

Training GRI 404-2

Learning and development are powerful drivers of team member engagement and key to our ability to offer better service to our customers. Bell is committed to investing in learning and development options that are relevant and current, including emergent skill sets team members need to contribute to the business and achieve their career goals. In 2018, we invested over \$20 million in learning through our central programs. In addition, business units and departments invest portions of their own budgets for outside learning.

In 2018, we introduced two new mandatory courses to reinforce respect and safety in our workforce as part of our on-going mandate to look after the well-being of our team members. These courses focus on preventative measures and proper courses of action in the event an incident occurs. These new courses are more inclusive and mobile enabled, making them more accessible and easier to complete. We continue to see a strong need for ongoing learning with a significant increase in team member use of our offerings. We have more than 13,000 online and mobile accessible courses available.

We also provide a wide range of certifications, including Microsoft technical certifications, and certification for product and project management, business analyst, and business unit-specific functions. In addition, we made it easier for team members to apply for our Education Assistance Program, generating a 24% increase in participation. This helps team members pursue continuing education at external institutions.





This is an extract from our [2018 Corporate Responsibility Report](#)

Leadership development

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

Bell is investing in our leaders at all levels. Launched in 2012, the Corporate Leadership Development Program continues to drive adoption of our Leadership Development Pathway, which promotes employee engagement through career development and reaches more than 83% of our frontline, middle, and director-level management population. The keys to our success include sponsorship by our senior leaders, a strong partnership with HR, continuous leader engagement and, most important, the creation of a positive experience for participants. The Leadership Development Pathway provides employees with a tailored skillset curriculum focused on skills that are transferable across all of our business units. Bell’s investment in employee development positively affects our ability to attract and retain the best talent

In 2018, we have launched our leadership foundations programs for new graduates that follow the same learning principles as our foundations programs for newly promoted senior managers and directors. These 30- to 60-day experiential programs give leaders the opportunity to learn, reflect and apply new leadership skills.

Executive leadership development

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



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

For 15 consecutive years, Bell has also sponsored participation by women executives in world-renowned education programs where they can share best practices and learn from each other. These include The Judy Project, Canada’s leading forum preparing women to advance into executive leadership positions, and the International Women’s Forum Fellows Program, a leading international women’s executive development initiative.



This is an extract from our [2018 Corporate Responsibility Report](#)

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. This provides the opportunity for team members to see how the work they do connects with our 6 Strategic imperatives and company goal. 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 success. This helps drive personal engagement and contributes to company performance.

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. At least 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.

Succession planning

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

In 2018, we continued to support our high-potential leaders through individual development planning via one-on-one coaching from our Talent Management team. We also continued to conduct regular annual succession planning and high-potential talent reviews at the most senior level with our CEO and senior executive team. The team reviews succession plans for all key positions in the company, focusing on development plans and progress since the last review.

We continue to offer high-potential directors and senior managers cohort-based experiential leadership programs.

The success of our succession planning is evident: in 2018, 100% of internal promotions at the vice president and director levels came from our high-potential leadership pipeline.





This is an extract from our [2018 Corporate Responsibility Report](#)

Team member engagement

Enhanced team survey

Bell’s ongoing commitment is to listen to team members and increase 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, 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 2018, we continued our partnership with a best-in-class vendor to get insight 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, demographic, team, role, level, etc., and to drill further into areas of opportunity for improvement.

In 2018, 80% of team members participated in the survey. The overall engagement score was 74%, with 79% 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 program recognizes contributions at 3 levels – local team, business unit, and corporate – with success celebrated informally and formally. We also celebrate service anniversary milestones and honour our retirees with the traditional President’s Wallet to recognize and thank them for their contributions.

George Cope, our President and CEO and Team members at the Bravo Award ceremony — the highest level of recognition for employees.





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Total compensation GRI 401-2

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, Bell also reviews compensation levels at least once per year. We recognize our employees for their performance that we align with our 6 Strategic imperatives to create value for our shareholders. Bell's compensation package includes a competitive base salary, strong performance incentives, a range of benefits including short- and long-term disability leave benefits 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 employees 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.

The Achievement Incentive Plan covers more than 23,000 team members



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Benefits

The health of our team members and their family members is priority. It is paramount, therefore, Bell invests in programs that provide team members and their dependents with coverage and options that fit their personal situations. Our program is among the most generous on the market. More importantly, it provides team members with choices that help achieve an optimal, healthy lifestyle, with initiatives that address both physical and mental health for themselves and their dependents.

Our company-paid benefits offered to most of our regular team members include health and dental care plans, life and accident insurance, travel and trip cancellation insurance, and disability coverage. Our team members also receive a pool of flexible dollars that allows them to make choices that suit their needs and lifestyle. They can also receive additional flexible dollars each year if they complete an online health risk-assessment questionnaire. This questionnaire reinforces our commitment to support the health and well-being of our team members by providing a personalized assessment report with ideas for improving physical and mental health when the questionnaire is completed. Team members can also buy additional coverage such as optional life and accident insurance, critical illness coverage, Health Service Navigator, and more vacation days.

To reinforce our engagement towards improving the health of our team members, we have expanded our list of professional services covered under our medical plan to include nutritionist/dietitian services. Since over 30% of Canadians have chronic disease and about 60% are overweight or obese,¹ we are convinced that this enhancement will contribute to reducing loss of productivity related to health issues and will improve the health of our employees by reducing their risk of chronic diseases and help manage nutrition related issues such as food allergies/intolerance.

In addition, as part of our commitment to support the mental health and well-being of our team members and their families in 2018, Bell doubled the reimbursement for mental health providers to a maximum of \$3,000 per year for each team member and their eligible family members. Moreover, reimbursement for services provided from licensed psychotherapists, registered clinical counsellors and couple or family therapists are now covered in addition to psychologist and social worker services.

Furthermore, since Bell's philosophy is also to support team members in balancing work and family obligations, the company enhanced maternity and parental leave options with a higher salary replacement amount available over more weeks. With the enhanced top-up benefits, the number of weeks covered by the company increases significantly, from 17 to 36 weeks for the birth mother (17 weeks during maternity plus 19 weeks during the birth



mother's parental leave) and from 12 to 19 weeks for the other parent or for team members who adopt a child. Additionally, the top-up that team members receive from Bell also increases from 67% to 70% of salary when combined with government benefits (Employment Insurance or QPIP). This new program was launched on April 1, 2019.

¹ Source: Dietitians of Canada, March 2017.



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Retirement and savings

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 pension plan that offers an automatic 4% of annual earnings employer contribution plus a 2% employer match of employee contributions (employee can contribute up to 12% of annual earnings), 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). Under the ESP, team members can have up to 12% of their annual earnings withheld through payroll deductions to buy BCE common shares. The company contributes \$1 for every \$3 a team member puts into the plan, up to a maximum of 2% of earnings. Shares purchased with company contributions are vested to team members after 2 years. In 2018, more than 28,000 team members participated in the ESP.

In 2018, we contributed more than \$530 million to our various pension plans, including a \$240-million voluntary contribution to better align the funded status of a number of BCE's subsidiary defined benefit plans with Bell Canada's. More than 65,000 members across the country are covered under those defined benefit pension plans, including more than 50,000 pensioners and beneficiaries who are receiving monthly pensions. Through Morneau Shepell, Bell offers team members a new 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 plans, please see our [Annual Report](#), pp. 127-128 and Note 24 starting on p. 150.





This is an extract from our [2018 Corporate Responsibility Report](#)

Health and safety

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.

Our overall time lost accident frequency rate¹ for 2018 is 1.13, trending down by 9% over 2017 (1.24),² with a reduction in ergonomic and slip and falls cases. The key improvement levers are the enhanced field observations and coaching of employees within our operations, the continued emphasis on ladder handling and use, as well as development of best practices in collaboration with industry partners. GRI 403-2

In 2018, our Corporate Safety Action Plans continued to be 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, identifying resources and responsibilities, and monitoring the company’s progress. Each year, Bell’s Internal Audit group incorporates Health and Safety programs into their internal audit plans. This enables the identification of improvement opportunities on an ongoing basis. Corrective actions are closely monitored for resolution and reported to the Audit Committee of the Board of Directors. In addition, as part of our Health and Safety governance framework, we hold quarterly performance review meetings with the EVP of Corporate Services. We also hold bi-annual performance review meetings with the Health, Safety, Security, Environment and Compliance (HSSEC) oversight committee. GRI 403-1

We review Bell’s health and safety performance annually with the [Management Resources and Compensation Committee](#) of the Board of Directors. For more information about the governance of health and safety, please see Management of Corporate Responsibility at Bell in our complete Corporate responsibility report.

We also leverage our team members across the company to support 195 local health and safety committees across Canada and 5 corporate health and safety committees in partnership with the unions. These committees representing operational and clerical functions meet and perform work place inspections as per regulatory requirements. Collectively these committees have completed upwards of 8,000 workplace inspections in 2018, identifying and resolving issues which, left unaddressed, could potentially have contributed to an incident. We value the attention and experience of our team members to look out for one another. We also work collaboratively with these committees for the development and implementation of our prevention programs. GRI 403-1,403-4

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

² Following a methodological change in the calculation, the 2017 frequency rate has been revised from 1.19 to 1.24.



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We maintained our focus on prevention, rolling-out an improved Hazard Identification and Risk Assessment program to targeted high-risk functions in 2018. We also pursued our efforts in creating synergies and aligning practices across all lines of Bell's business, as well as evolving our health and safety programs in conjunction with Bell's business growth. For instance, we developed and launched mandatory online training for management and non-management employees of all levels across the company. This training covers the health and safety roles and responsibilities for all employees, as well as an overview of the key safety programs in place at Bell to help them fulfil their obligations and help maintain a safe workplace. More particularly, employees' right to know, right to participate, and their right to refuse unsafe work are clearly outlined. This training is in addition to a number of program-specific training courses and prevention measures adapted to our industry ensuring the protection of our team members.

For more information about our Health and Safety programs, please see the [Health and Safety](#) information sheet on the Corporate responsibility overview page of our website.





This is an extract from our [2018 Corporate Responsibility Report](#)

Recruitment and new talent

Attracting the best talent is important for Bell’s evolving business environment if we are to continue to lead and win 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 recruiting from a diverse candidate base that reflects our customers and the communities we serve.

GRI 401-1

In 2018, we hired over 12,500 new team members, thanks in large part to our focus on expanded social media recruiting initiatives, which have generated more than 179,000 LinkedIn and Twitter followers, plus more than 844,000 Talent Community subscribers.

We continue to concentrate on 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 produced 48 Bell leaders in 2018, totalling 155 since its inception. Because of these efforts, Bell Canada was named one of Canada’s Top Employers for Young People.



In 2018, we hired over 12,500 new team members



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Bell participates in the Hire a Veteran program to help Canadian veterans, reservists, and their spouses find careers. 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. We also provide training to our Bell 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 close to 350 veterans and veterans' spouses. We are proud to continue our corporate support of True Patriot Love since 2010, 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.

In 2018, we also participated in and sponsored career fairs for diverse communities. This includes Lime Connect's Corporate Recruitment Receptions for students and experienced professionals who have disabilities. We are also proud to partner with LeanIn Canada, 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.

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 and processes.



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