

Learning and Development

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

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.

Learning

Self-directed learning

Self-directed learning gives team members the option to pursue independent learning. This type of learning is a process that gives power to the learner to choose what, how and when they want to learn. They move at their own pace and focus on the topics that spark their interest. One of the biggest enablers for self-directed learning is technology: With access to the Internet, anyone can learn just about anything, anywhere and any time.

Bell team members have access to more than 16,000 on-demand video-based courses taught by industry-leading experts to help build business, creative and technology skills. These courses are made up of over 550,000 short and easy-to-absorb videos with over 45,000 hours of content. Learners receive custom recommendations based on pre-selected interests most relevant to their development. They can also connect with other learners to share insights, follow along with guided exercises, and provide course reviews. Learners can download and view content while on the go and at their own convenience—even offline—with their mobile devices.

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In 2020, nearly 20,000 team members viewed over 1.7 million learning videos, viewing over 78,500 hours of content. This is an annual year over year increase of 200%. Given the unforeseen COVID-19 pandemic, this offering provided immediate learning solutions to support team members through trending topics such as working remotely, leading from a distance, virtual communications, and mental fitness.

Bell's Virtual University

We launched the Bell Virtual University (Bell U) platform in 2020. Bell U is a virtual university to empower team members to develop the relevant skills in the flow of their work, and in a social and collaborative way. Team members may obtain professional designations and qualifications in high-demand and technology-focused areas that may be required in order to advance in their career or to move into a new role.

Bell U reskilling program

In 2020, we launched an 8-month reskilling program for a targeted group of team members. The Bell U reskilling program offers a turnkey approach to learning for team members looking to redirect their careers in the software development, AI/machine learning, cybersecurity and business intelligence areas.

Pre-qualified learners have access to a full suite of services, including:

- Virtual online training tools and time off from work to support learning
- On-the-job experience: Upon completion of the online training, learners work full time for 8 weeks in a team to practice what they have learned, and
- Social learning experience: Learners are partnered with another learner and a mentor is assigned to them.

Learners have the opportunity to measure their skills throughout the program to track their progress. Graduates must pass certifying exams that validate their understanding of relevant concepts. The Bell U team then helps these successful candidates in their search for a permanent placement.

Over 200 team members are currently part of the program; 30 have already graduated.



This program is open to all Bell team members (management, union and non-management) who are passionate about technology, autonomous, and looking for a challenging experience.

Micro-learning in the frontline

We leverage a mobile-friendly learning tool for many of our front-line sales and support team members. This tool presents training in bite-sized formats to reinforce knowledge retention. 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 and enables interaction between team members.

We continue to expand this offering across our front-line roles. In 2020, over 12,700 learners participated on the platform. Participants answered 10.7 million learning questions in more than 1.6 million learning sessions. This produced an overall average knowledge growth of 15% across all learning topics within the platform, with 71% of users accessing the content on their mobile device. Within our retail division, over 90% of sales associates logged in 13 times per month on average, truly creating a proactive continuous learning culture.

Education assistance and certifications

Bell offers education assistance and reimbursement for certification courses for eligible team members.

Team members can leverage our Education Assistance Program to pursue continuing education through external accredited institutions. Recently, we have significantly improved the application process, making it easier for team members to apply for the program and request reimbursement.

Bell provides training for a wide range of certifications, including Microsoft technical certifications, product and project management certifications, business analyst certifications and business unit-specific certifications.

Language learning

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

Supporting a multilingual team

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

Mandatory training

Through our online learning management system, we offer enterprise-wide mandatory courses that align with business policies and demonstrate expected workplace practices. In 2020, we updated all of our mandatory training courses to make them more accessible and to optimize them 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 behavior, on the go.

The Code of Business Conduct

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

| MODULES | OBJECTIVES |
|----------------|---|
| BE ETHICAL | Respect Conflicts of interest Business gifts and entertainment Dealing with customers and competitors Reciprocity Political contributions Responsibility of executives and managers Media independence |
| BE RESPONSIBLE | Policy on authorizations Corporate credit cards and funds Legal hold Improper influence of audits Social media Protecting the environment Intellectual property Insider trading Astroturfing |
| BE WELL | Mental health Health and safety Prevention of violence Discrimination and harassment Reasonable accommodation Alcohol, drug and other substances |
| BE PROTECTIVE | Team member, customer and Bell information Record classification Records retention Secure handling of information Secure destruction of information Privacy and acceptable use of Internet resources |
| BE WATCHFUL | Visible ID Team member protection Protecting Bell's information assets Protecting our worksites and physical assets Protecting our network and systems |
| BE AWARE | Types of fraud Recognizing fraud Preventing fraud Reporting it |

| | |
|-------------|---|
| BE READY | Emergency readiness Go to a safe place Call 911 Report an incident to the National Incident Centre |
| ANNUAL FORM | Recap of annual review Sign off on conflict of interest disclosure |

Be Safe and Respect in the Workplace

In 2018, as part of our ongoing mandate to look after the well-being of our team members, we introduced 2 new mandatory courses to reinforce respect and safety in our workforce. These courses focus on preventative measures and proper course of action in the event an incident occurs. These new courses are more inclusive and mobile enabled, making them more accessible and easier to complete. In 2020, these courses had a 98% completion rate across the organization.

| MODULES | OBJECTIVES |
|---------------|---|
| BE SAFE | Health and safety rights and responsibilities Legal obligations of team members and people leaders Available programs, processes and resources How to report an incident |
| BE RESPECTFUL | Identify forms of incivility, conflict, discrimination, harassment and violence Recognize contributing factors to workplace harassment and violence and ways to reduce risk Promote a healthy, safe and inclusive work environment Resolve conflict and report concerns / incidents of harassment and violence including those that pose an immediate danger to safety |

Career development

At Bell, we support career development and continuous development by providing training, tools and resources. In 2019, we launched Career Management Strategies in a Box (CMS in a Box). The CMS in a Box program is designed to support career development as a personal journey where individuals self-reflect, self-assess and initiate career conversations. Each of the 5 modules can be used as a standalone learning experience or taken as a suite. Topics include how to build your personal brand, how to seize new opportunities, and how to create a trusted inner circle of colleagues and mentors that can assist with your career development, among others.

The objective of this program is to help team members understand why career development is important, facilitate career conversations and help them to become familiar with the tools and resources available at Bell. Through the CMS in a Box and other career development tools and resources (i.e. mentoring, LinkedIn Learning, and the formal career course as part of the Leadership Development Pathway), we promote career planning and ongoing development. By the end of 2020, more than 2,100 team members have accessed online self-serve platforms.

Career development at Bell is also supported by career conversations. The leader ensures career conversations are taking place on a regular and consistent basis.

Achieving through performance

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.

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At Bell, career development is also supported through our performance management process (PMP). During the PMP, team members participate in setting objectives that include demonstrating key leadership behaviours that are essential to succeed at Bell. People leadership and communications skills are 2 examples. This process connects individual objectives with our 6 Strategic Imperatives and our company goal.

All team members are encouraged to have ongoing, future-focused performance and development conversations with their leaders throughout the year. We have simplified the annual performance review process, which has improved the user experience. In addition, team members have the opportunity to document the outcomes related to their objectives during the year, which allows for greater transparency and recognition of their accomplishments.

With the sudden shift to remote work, the need for ongoing communication and feedback between leaders and team members has increased. We have emphasized methods for remote feedback on performance in leader training, and we encourage leaders to adapt performance reviews to ensure team members are getting the support they need. Our year-end training and toolkits are designed with material based on best practices to educate leaders and team members on how to hold a successful performance review remotely. The topics include:

- Pre-meeting checklists to prepare for the year-end conversation
- Strengthening team members in their role as the main purpose of the performance review
- Displaying empathy and compassion to encourage team members' efforts and abilities to adapt during times of change
- Providing recognition and appreciation to team members who are engaged and working hard
- Acknowledging conscious and unconscious biases





We have conducted extensive internal and external research as part of our initiative to re-define performance management as an ongoing, forward-looking and developmental process. A greater emphasis on shifting the culture that aligns 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 take accountability to set and reach their objectives.

Personal growth plan

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

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

Leadership development

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

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

The keys to our success include sponsorship by our senior leaders, a strong partnership with the human resources team, continuous leader engagement, and, most importantly, the creation of a positive experience for participants. The Leadership Development Pathway



provides team members with a tailored curriculum that also focuses on skills that are transferable across all of our business units. Bell's investment in team member development positively affects our ability to attract and retain the best talent.

COVID-19 forced us to think differently about the learner experience. Our roadmap included virtual live delivery program options; however, we needed to accelerate our timeline to make these offerings span all our leadership development programs. We did this by creating a virtual program to provide the most effective in the moment training to develop the skills needed to lead and navigate the new virtual character of work.

To ensure all leaders have a baseline or foundation of capabilities, we offer our Foundations program to professionals and people leaders new to their roles. The new virtual delivery format comprises 4 live virtual sessions of 2 hours each, followed by mandatory impact coaching of 2 sessions of 45 minutes each. The participants highly appreciated the focus on performance and impact because they were able to quantify the value of their work to the business and their leaders. In addition, participants felt connected through peer coaching and accountability triads.

After acquiring a solid base of experience on the job and/or through the Foundation training program, our training focus turns to development of specific competencies. The program includes education (formal learning), exposure (learning through others) and experience (on-the-job learning). It comprises a wide range of formal learning options, all supporting specific leadership competencies and skill building (strategic thinking, change management, personal and team career coaching). It also provides a detailed framework of how to engage in experiential learning and learning from others.

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

Executive leadership development

For executives, we focus on capability building and engagement, as well as provide opportunities for external education, such as an executive MBA or other intensive development or networking program. We also leverage many leadership and professional development tools including leadership potential assessments and 360 feedback with one-on-one coaching support for performance and development.

Bell continues 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.



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

We continue to support our high-potential leaders through individual development planning via one-on-one coaching from our talent management team. We continue to offer high-potential directors, senior managers and managers cohort-based experiential leadership programs and a formalized peer coaching in French and English.

We conduct regular annual succession planning and high-potential talent reviews at the most senior level with our CEO and senior executive team. The team reviews succession plans for all key positions in the company, focusing on development plans and progress since the team member's most recent review.

In 2020, we launched a new professional coaching on demand program to further support the development of next generation leaders. We partner with **Ezra** to provide one-on-one coaching support to high-potential leaders and to offer transition support to newly promoted senior managers, directors and vice presidents. Leaders have access to unlimited coaching sessions over 3-12 months using the Ezra mobile app.



In 2020, we also partnered with L'effet A for the **Ambition Challenge** – a 100% online program designed to drive women's ambition in the workplace. The focus of this 3-month program is to nurture the leadership potential of women in the manager and senior manager talent pool. The program enables participants to increase their self-confidence, express their ambition and develop a leadership mindset by adopting new behaviours to maximize their talents for the benefit of themselves and the company. We sponsored 8 high-potential women at the manager and senior manager levels for the Ambition Challenge in 2020.



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