Corporate responsibility approach and management

Vision

Our sustainability vision is to contribute to the well-being of society by providing high quality jobs, enabling responsible economic growth, connecting communities and safeguarding the natural environment.

Our strategy is supported by our sustainability framework and a set of guiding principles. Policies applied throughout the organization ensure that our guiding principles are followed. Through stakeholder engagement and our own internal processes, we monitor issues and opportunities, and set objectives.

Framework

Through a solid governance structure, we actively manage environmental, social and economic performance, as illustrated in our sustainability framework (adjacent).

The framework represents the delicate balance that must be maintained between economic growth, social requirements and environmental performance in order to ensure our future well-being. In the absence of only one of these three key elements, sustainability cannot be supported.

The component central to the framework, governance, provides corporate direction and sets company principles and values that guide our business practices. The fifth element, communication, is represented by the arrows and is essential to ensure sustainable decision-making.

PUBLIC – Bell Canada

BCE
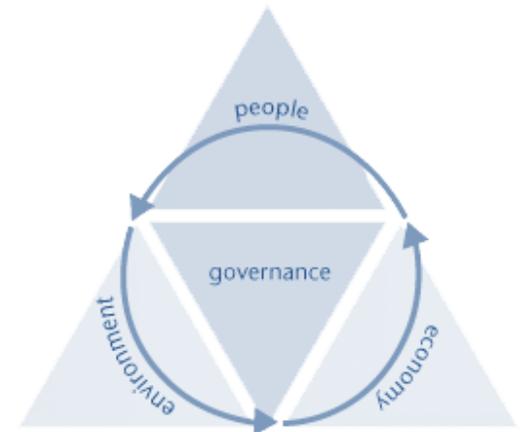
Principles

The following principles support our business strategy and serve as a guide for employees in our quest to achieve our sustainability vision.

- Deliver strong and sustained economic performance that benefits all stakeholders.
- Maintain solid governance principles and oversight systems to monitor compliance, while managing our business with transparency and integrity.
- Act responsibly and engage with stakeholders to identify opportunities beyond compliance to create benefits for both society and the company.
- Develop leading-edge telecommunication services that contribute to sustainability and demonstrate leadership by successfully applying them.

Policies

The realization of our sustainability vision depends largely on the actions of our directors, officers and employees. Their conduct is governed by an overarching Code of Business Conduct, and a host of policies that support our sustainability principles. Our policies cover subjects such as disclosure of information, auditor independence, fair information practices, customer privacy, environmental protection, procurement, and others.

Reporting

Armed with sound principles, feedback from our stakeholders, and a clear understanding of our current issues and opportunities, we have identified the issues and opportunities that are of greatest importance to our stakeholders and to our business success through a variety of formal and informal means including trend analysis, benchmark studies, monitoring of CR performance, and stakeholder feedback.

We have also established Bell's Corporate Responsibility (CR) Key Performance indicators based on our materiality assessment. These Key Performance Indicators provide a quantitative or qualitative measure of how we are doing in the strategic areas of governance as well as economic, environmental and social responsibility.

We further ensure that we report on our performance or initiatives put in place to address those issues and opportunities within our annual Corporate Responsibility report. Our reporting is based on the Global Reporting Initiative (GRI) Guidelines. This is a multi-stakeholder initiative, which, we believe, provides the most comprehensive and independent insight into the interests and concerns of our stakeholders. See BCE.ca/responsibility.

BCE

Affiliations

We also represent the interests of our stakeholders through active participation in industry and business associations

RESPONSIBLE BUSINESS ALLIANCE (RBA)

In 2017, we joined RBA, a nonprofit comprised of electronics, retail, auto and toy companies committed to supporting the rights and wellbeing of workers and communities worldwide affected by the global electronics supply chain. RBA members commit and are held accountable to a common Code of Conduct. Through our membership in RBA, we regularly engage in dialogue and collaborations with other members on key supply sustainability topics.

GLOBAL COMPACT NETWORK CANADA (GCNC)

In 2013, we joined the GCNC, to collaborate for the 10 Principles of the UN Global Compact. Through our membership in the GCNC, we regularly engage in sharing best practices with other members on the 10 Principles as well as the 17 Sustainable Development Goals (SDGs).

ÉCOTECH QUÉBEC

In 2009, we joined Écotech Québec, which unites key Québec decision makers in the clean technology (cleantech) sector. The aim of this group is to unite and mobilize the cleantech industry around common goals and actions, participate in the "greening" of the Québec economy through sustainable development, and support entrepreneurs in accelerating the design, development, adoption, commercialization and export of clean technologies.

CANADIAN WIRELESS TELECOMMUNICATIONS ASSOCIATION (CWTA)

We are a member of the CWTA, an industry association representing a variety of wireless service providers. The CWTA leads the national Recycle My Cell initiative and has also implemented a nation-wide wireless AMBER Alerts Program providing the public with immediate and up-to-date information about a child's abduction.

PUBLIC – Bell Canada

BCE

CONSEIL PATRONAL DE L'ENVIRONNEMENT DU QUÉBEC (CPEQ)

Bell is a member of the CPEQ, a non-profit organization that groups together Québec's key industry and business representatives, including sectoral business associations, whose activities may have environmental impacts and who are therefore concerned with environmental and sustainable development issues.

## INFORMATION TECHNOLOGY ASSOCIATION OF CANADA (ITAC)

We are a member of ITAC, whose mission is to identify and lead on issues that affect the ICT industry and to advocate initiatives that will enable its continued growth and development.

Governance structure

We seek to remain a leader in corporate governance and ethical business conduct by maintaining best practices, transparency, and accountability to our stakeholders. This includes adhering to the highest standards of corporate governance as BCE's Board and management believe that good corporate governance practices contribute to the creation and maintenance of shareholder value.

The Board of Directors has established clear lines of authority and oversight over our corporate responsibility programs, with primary accountability at the committee level. The Health, Safety, Security, Environment and Compliance (HSSEC) oversight committee is co-chaired by the Executive Vice President (EVP), Corporate Services and the Chief Operating Officer, and reports directly to board committees.

For a description of each board committee and to learn more about our corporate governance practices, please visit the Governance section on our website.

Board of Directors

Audit Committee — Compensation Committee — Governance Committee — Pension Committee

HSSEC[1] ---- EVP, Corporate Services[2]

VP-level
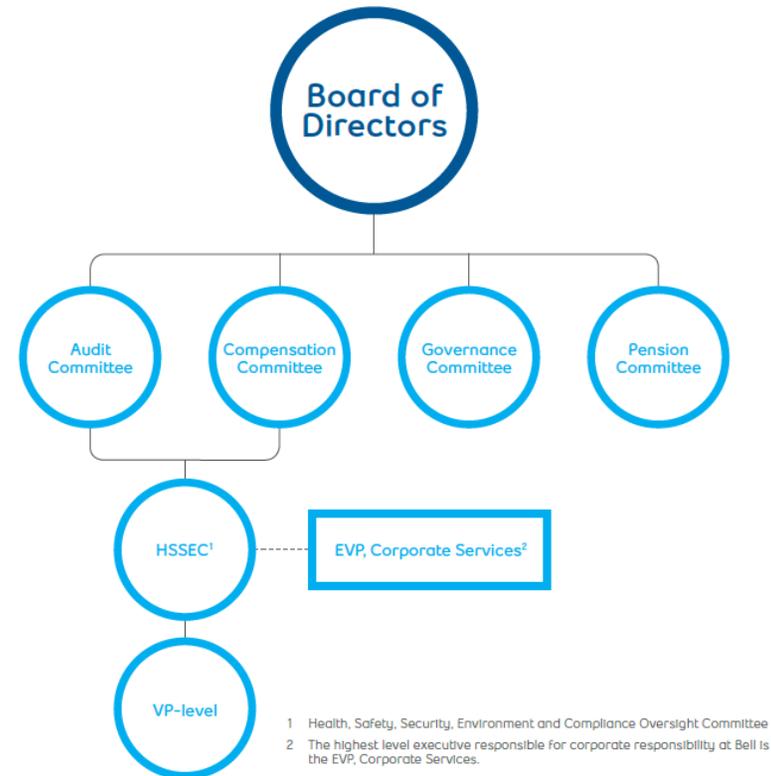
1   Health, Safety, Security, Environment and Compliance Oversight Committee
2   The highest level executive responsible for corporate responsibility at Bell is the EVP, Corporate Services.

PUBLIC – Bell Canada

BCE

Risk management framework   <GRI 102-20, 102-26, 102-29, 102-31

While the Board is responsible for BCE's risk oversight program, operational business units are central to the proactive identification and management of risk. They are supported by a range of corporate functions that provide independent expertise to reinforce implementation of risk management approaches in collaboration with the operational business units. The Internal Audit function provides additional expertise and assurance, working to provide insight and support to the operational business units and corporate support functions, while also providing the Audit Committee with an independent perspective on the state of risk and control within the organization. Collectively, these elements can be thought of as a "Three Lines of Defence" approach to risk management that is aligned with industry best practices and is endorsed by the Institute of Internal Auditors. Health, Safety, Security, Environment and Compliance (HSSEC) oversight committee provides assurance to the Audit and Compensation Committees of the Board that legal and regulatory compliance, security, environment, and health and safety related risks are being managed diligently.[1]

The HSSEC is co-chaired by the EVP, Corporate Services and the Chief Operating Officer. Its mandate is to make every effort to seek to ensure our CR strategy is well integrated throughout the business in order to minimize risk (such as financial and reputational) and optimize business opportunities. Among its duties, the HSSEC Committee periodically reviews the company's health, safety, security, environmental and compliance policies, and operational programs that are then shared with the Board of Directors.

The EVP, Corporate Services has 30% of his variable pay tied to personal objectives that include enhancing team member engagement, leading Bell's diversity and mental health programs, preventing workplace accidents, maintaining ISO 14001 certification, and optimizing energy efficiency. The EVP, Corporate Services also has direct oversight of the Corporate Responsibility and Environment team, which is accountable for corporate responsibility initiatives. This team's managers also have part of the variable portion of their compensation tied to social and environmental goals.

Moreover, we rigorously apply a global strategic approach and a highly effective, practical management system. In 2009, we became the first Canadian

---

[1] Although the risk management framework described in this report is aligned with industry best practices and is endorsed by the Institute of Internal Auditors, there can be no assurance that it will be sufficient to prevent the occurrence of events that could have a material adverse effect on our financial position, financial performance, cash flows, business or reputation.

PUBLIC – Bell Canada

BCE

telecommunications company to have such a system certified to be ISO 14001–compliant.

Through the application of this corporate environmental management system (EMS), more than 50 individuals have direct responsibility for corporate responsibility issues related to our business imperatives across the company and in all business units. Everyone from the business unit VPs, through to business unit Environmental Coordinators (ECs), is responsible for the performance of our corporate responsibility portfolios.

PUBLIC – Bell Canada

BCE