Corporate responsibility approach and management

Since our founding in 1880, Bell has been the Canadian leader in telecommunications, enabling Canadians to connect with each other and the world around them.

We take very seriously our responsibility to manage the company in ways that enable us to sustain our record of serving the personal and business communications needs of millions of customers, seek to create value for shareholders provide meaningful careers for tens of thousands of people, and make a significant contribution to the broader Canadian community and economy.
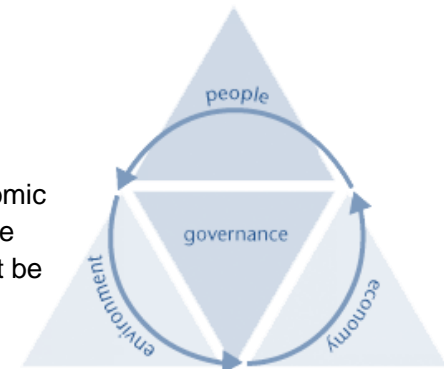
Vision

BCE's (Bell's) 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 sustainability framework and a set of guiding principles support our strategy. 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.

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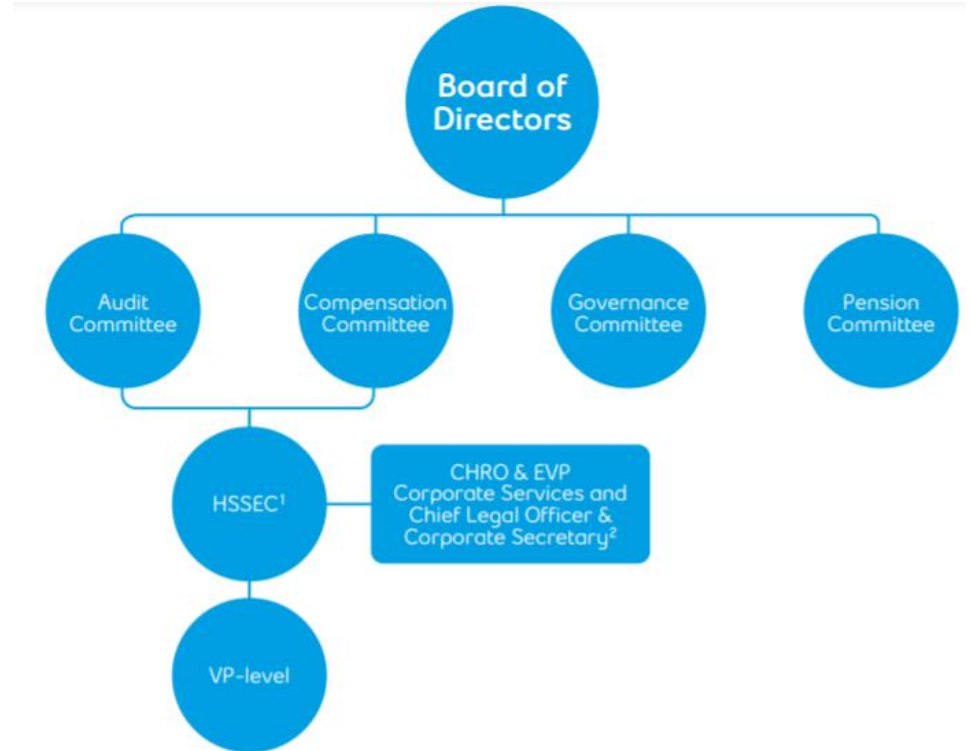
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The component central to the framework – governance – provides corporate direction and sets company principles and values that guide our business practices. The fifth element, communication, is represented by the arrows and is essential to ensure sustainable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

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 CRHO & EVP Corporate Services and the Chief Legal Officer & Corporate Secretary. 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.

1. Health, Safety, Security, Environment and Compliance Oversight Committee
2. The highest level executives responsible for corporate responsibility at Bell are the CHRO & EVP Corporate Services and the Chief Legal Officer & Corporate Secretary.

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The CHRO & EVP Corporate Services and the Chief Legal Officer and Corporate Secretary have 30% of their variable pay tied to personal objectives that cover a variety of ESG topics. These include corporate governance and ethics, as well as key performance indicators such as community investment, greenhouse gas emissions reduction, ISO recertification, team member engagement, time lost accident frequency rate, and waste management.

The CHRO & 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.

In addition, the Management Resources and Compensation Committee (**MRCC**) has introduced a metric to track corporate performance against our ESG targets, certain of which are disclosed in the annual Corporate responsibility report. This was announced on page 46 of the **Notice of 2020 annual general shareholder meeting and management proxy circular**.

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

Risk management framework

GRI 102-20, 102-26,102-29, 102-31

While the Board is responsible for Bell'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. The HSSEC oversight committee provides assurance to the Audit and Compensation Committees of the Board that legal and

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regulatory compliance, security, environment, and health and safety related risks are being managed diligently.[1]

We also rigorously apply a global strategic approach to managing corporate responsibility and have a highly effective, practical environmental management and review system (**EMRS**). In 2009, we became the first Canadian telecommunications company to have such a system certified ISO 14001. Through the application of this EMRS, 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 in business units captured in the EMRS, from the business unit VP to the Environmental coordinator, is responsible for the performance of our corporate responsibility portfolios.

Guidance on team member conduct

Ethical behaviour by team members is integral to our ongoing commitment to be a responsible company. Accordingly, since 1995, all team members have been subject to a detailed **Code of Business Conduct** that sets out specific expectations and accountabilities, provides guidance on conflicts of interest, safeguarding privacy and confidentiality, improper influence of audits, protection of the environment, and interactions with team members, clients, business partners and competitors. In addition, the Code provides guidance on reporting concerns about unethical or unlawful behaviour and organizational integrity.

Each year, every team member must re-commit to this Code.

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[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

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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.

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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**.

Affiliations

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

GLOBAL ENABLING SUSTAINABILITY INITIATIVE (GeSI)

We are a member of GeSI, an international organization created by Information and Communications Technology (ICT) service providers and suppliers to further sustainable development in the ICT sector. It informs the public of its members' voluntary actions to improve their sustainability performance and promotes technologies that foster sustainable development.

RESPONSIBLE BUSINESS ALLIANCE (RBA)[2]

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).

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[2] Bell ended our membership with RBA at the end of 2019 and rejoined GeSI

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Last updated: May 2020

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.

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.

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