

Learning and Development

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

Enabling our team members to continuously learn and develop is a powerful tool in supporting our Strategic Imperative to Engage and Invest in our People.

In 2021, Bell invested over \$23.5 million in learning solutions, partnerships and training sessions that are relevant, current, innovative and forward focused. This is all part of our effort to further contribute to the success of the organization and the development and achievement of employee-driven goals..

Learning

Essential training

Standards of behaviour that reflect our values and govern our daily conduct are an important foundation for Bell's ongoing success and the contributions of our team members.

In 2021, we redesigned and launched a mobile friendly suite of mandatory training modules called Bell's Be Principles, an interactive and engaging learning series to ensure team members are aware of these standards and their responsibilities as well as their expected behaviors in various situations. Bell's [Code of Business Conduct](#) requires that all team members complete the Be Principles training within their first 4 weeks of employment and every 2 years thereafter.

GRI 404-2

SDG 4

What's included:


MODULES	PURPOSE
Be Aware	How to identify and prevent fraudulent activity
Be Cyber Savvy	Accessing and sharing technology and information through secure practices
Be Ethical	Expected standards of behavior at work
Be Productive	Protect employee, customer and company data
Be Ready	Handle emergency situations at work
Be Respectful	Recognize and prevent violence and harassment in the workplace
Be Responsible	Managing company assets and how to represent our brand
Be Safe	Keeping team members safe at work
Be Well	Foster professionalism and supporting well-being

In addition, team members are required to read and sign off annually on our [Code of Business Conduct](#)

On-demand video-based learning

In addition to what our team members are required to learn and know as a Bell employee, and for their functional role, they have access to over 16,000 on-demand video-based courses taught by industry-leading experts to help build business, creative and technology skills. These courses are comprised of over 550,000 short and easy-to-grasp videos, providing team members with over 45,000 hours of content to choose from at their own pace, anytime and anywhere.

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.

Since launching in 2019, over 20,000 team members have completed more than 3.5M videos and viewed over 150,000 hours of content. Given the unexpected 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.


In 2021, 3 of our top 6 overall trending topics were on diversity and inclusive workplace practices, an area we pride ourselves on at Bell as we seek to ensure all team members are respected and have a purposeful sense of belonging.

Bell's virtual university and reskilling program

Bell U is a virtual university to empower team members to develop the relevant skills in the flow of their work, 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 to advance in their career or to move into a new role.

In 2020, we launched our [Bell U reskilling program](#), a white glove 8 month learning journey for internal team members looking to redirect their careers in the software development, AI/machine learning, cybersecurity and business intelligence areas. Pre-qualified learners go through self-directed virtual online training pathways and evaluations. Upon completion, they are placed full time in a team to practice what they have learned and gain real, on-the-job experience. Along the way, learners are partnered with others in their cohort and assigned mentors for a truly social and collaborative experience .

Learners have the opportunity to measure their skills throughout the program and 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 350 team members have participated in the program.



Bell U also empowers team members in existing technical roles to continue to upskill their expertise with access to premium content, through company paid subscriptions. In 2021, our nearly 3,000 users completed over 18,000 learning items on the platform.

Micro-learning on 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, knowledge metrics by individual questions and enables interaction between team members. We continue to expand this offering across our front-line functions.

In 2021, our Field Services team won a learning innovation award for seamless integration into our learning and information eco-system. There are now over 14,000 learners on the platform. In 2021, participants answered over 10 million learning questions in more than 1.5 million learning sessions. This produced an overall average-knowledge-growth of 16% across all learning topics within the platform, with 78% 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, creating a truly proactive, continuous learning culture.

Education assistance and certifications

Bell offers educational assistance and reimbursement on 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 also provides an employee subsidy for a wide range of training certifications, including Microsoft technical certifications, product and project management certifications, business analyst certifications and business unit-specific certifications.

Language learning and supporting a multilingual team

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 serve existing customers better, secure new markets in Québec and elsewhere and develop relations with other Canadian and international groups.

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 Francization Committee, which supports the use of French as the language of business within Québec, was recognized with a Mérite du français award.

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 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.

In 2021, we launched a career connections pilot to facilitate professional mentorships across our business units, build a strong talent pipeline and foster a culture of human connection, collaboration and inclusion, while enhancing performance in a physically distanced, hybrid workforce.

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.

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.



Build the best networks



Drive growth with innovative services



Deliver the most compelling content



Champion customer experience




Operate with agility and cost efficiency



Engage and invest in our people and create a sustainable future

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 materials 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 bias


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 has been placed on shifting the culture to align with building trust and collaboration among team members, through frequent check-ins, objective setting and feedback. This model reinforces the leaders 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. 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 challenged us to think differently about the participant's experience. We optimized our entire program for live virtual delivery.

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



Executive leadership development


For executives, we focus on capability building and engagement, through formal development and networking programs. We also provide opportunities to advance education, such as sponsoring an executive MBA. Leadership assessments, feedback surveys and one-on-one coaching sessions, that are leveraged to continuously measure performance and growth.

The pandemic has required leaders to re-examine how they lead, the way they engage with their teams, what they prioritize and how they create boundaries. In 2021, we implemented a "Resilience Masterclass" series, designed to support staying balanced, focused and optimistic through reflection and transparent sharing in small groups. The most valuable aspects of the program include: connecting with others across the company, diving into purpose, check-ins on energy with the team and building feedback loops. 60% of our executive team has completed the program with a 94% satisfaction rate.

Bell also 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, our commitment to develop future leaders and of evolving 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: 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 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, to prepare for their next role.

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

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