



Mental health in the workplace

At Bell, we believe that 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, implement and share 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 and campaigns, support them through an extensive range of mental health services and supports and adapt workplace policies and practices to foster a psychologically safe workplace. 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 maintain a strong governance practice to continuously assess and adapt to evolving employee needs, industry standards and to monitor program outcomes. Since 2010, over 90 Key Performance Indicators (KPIs) are measured quarterly and assessed for trends and program insights to closely monitor the psychological health of our workplace. The collection of qualitative and quantitative data is crucial to ensure we are going in the right direction and adapting as needed within our mental health programs..

SDG 3, SDG 8

Mental health training

We continue to expand our mental health training with targeted efforts to reach all team leaders and team members, affiliates, union representatives and Health and Safety committee members.



Team member training

Our online Building Blocks for Positive Mental Health training is available to all team members. This program consists of interactive modules and 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.

In 2021, we expanded this training to affiliate groups, with a total of 47 of these employees having completed the training to date


Leadership training

In our efforts to promote supportive mental health practices across Canada, we worked with our Employee and Family Assistance Program (EFAP) provider and Queen's University to develop our Workplace Mental Health Leadership™ program, the world's first university-certified workplace mental health training program. Available to any Canadian company or organization, the program has seen significant adoption nationwide. Since its inception, more than 924 companies across Canada have participated in this program, leading to a certificate from Queen's University.

This certification training consists of three modules:

- Module 1 provides a basic introduction to mental health and the leader's role in supporting mental health in the workplace (including early intervention)
- Module 2 emphasizes building leadership skills through role plays and case studies where best practices on communications, accommodations and return to work situations are presented
- Module 3 deepens leadership skills, further strengthening preventive techniques and integrating elements from the National Standard for Psychological Health and Safety in the Workplace.

Those who successfully complete Module 3 receive a certificate from Queen's University.



In 2021, with the goal to enhance the virtual leadership training experience, we partnered with LifeWorks to develop and launch Learning Labs, allowing participants to put into practice the skills they learn. Participants are divided into small groups and practice various case studies. The intent is to make webinar sessions as effective and engaging as a face-to-face experience. Also, in collaboration with Lifeworks and Queens University, we revamped the content of the leadership training to reflect the latest research and best practices that have significantly evolved over the past 10 years. This brand new training was accessible to team members and leaders starting January 2022. We also revised the modules order to ensure a better user experience, as well as build a business case for the third module to become mandatory (so that leaders would be better equipped) and to reinforce Bell's commitment to the importance of Mental Health in the workplace. We have also put significant effort into making the online component of the training more animated and engaging in order to improve the overall employee experience and knowledge retention.

Employee and family assistance program (EFAP)

Our EFAP is a critically important tool for the management of team members' total health needs, including prevention of illness. In 2021, overall usage reached 27% of all team members which is more than double the national norm, 12%, and represents a 122% increase compared to 2010. This is a positive outcome 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 during this same time period also demonstrates how greater initial support can benefit everyone involved.



Additional support services

Starting January 2022, all team members covered by our Omniflex and Corporate Stores benefits programs will now have unlimited coverage for mental health support services such as licensed psychologists, psychotherapists, family therapists, couples counsellors and social workers. This applies to all family members covered by these plans and to all services received from January 1, 2022 onwards. Team members can now get all the support they need and be reimbursed at the percentage specified in their coverage without worrying about annual maximums.

Coverage for online mental health support

In an effort to further increase psychological support, Bell team members, their spouses and dependents have access to Internet-based Cognitive Behavioural Therapy (iCBT). Cognitive behavioral therapy is a form of psychological treatment that has been demonstrated to be effective for a wide range of problems including anxiety, depression, post-traumatic stress, insomnia and other common mental health problems. This affordable, easy-to-access and flexible service (no traveling or appointment required) is particularly helpful for team members, spouses and their dependents, especially during the COVID-19 pandemic. It is also an ideal resource for those who are comfortable with technology, based in remote locations, have limited availability and/or prefer digital interaction. According to our 2021 performance report, over 90% of iCBT participants experienced a reduction in symptom severity after completing the program.

We also believe in equipping our employees with tools they can use on their own time to manage their mental health. For this reason, we developed and distributed a thought record, which is a tool rooted in cognitive-behavioral therapy that encourages users to recognize thought distortions to foster healthier thought patterns.

Since February 2020, Bell team members and their family members have access to virtual healthcare. Employees can now consult with a doctor, nurse, psychologist or other health care professional through secure online video. In 2021, out of the 20,800 total consultations, around 8% of employees were looking for mental health support.



Guides and procedures: mental health and suicide prevention


To support continuous education around mental health in the workplace, we developed (in partnership with subject matter experts) tools to help leaders and employees address mental health concerns in the workplace, including thoughts of suicide. Accordingly, we felt that it was crucial to provide our team members with guidance on how to have a mental health conversation with a colleague they suspect may be going through a mental health challenge. We therefore created a guide with tips on how to talk to a co-worker they are concerned about and help them access support resources. This guide encourages team members to have these conversations, and reinforces the fact that they don't have to be an expert to recognize the early signs of a mental health challenge and to offer support to someone who appears to be struggling.

According to [Statistics Canada](#), suicide is the second leading cause of death among youth and young adults (age 15-34) and the third for adults aged 35 to 44. Furthermore, 11.8% of Canadians report thoughts of suicide in their lifetime. In 2019, we developed suicide-prevention and response guides and protocols to prevent suicide and equip team members, leaders and HR with clear guidelines on how to manage these difficult situations. In 2021, in collaboration with subject matter experts, we revised and improved the existing guide on how to address thoughts of suicide in the workplace to enhance practicality and ease.

In 2021, we also collaborated with HR groups and our EFAP provider to develop a psychological support procedure to support employees virtually in times of distress.

Physical health

Over the past few years, we have embedded physical health promotion in our workplace mental health campaigns as an important prevention component, with the understanding that regular physical activity can have a significant positive impact on



mental health, energy levels and resilience. In July 2021, we organized our recurring corporate wellness challenge where over 2,800 team members collectively logged more than 279 million steps.

Additionally, Bell offers a wide range of gym discounts and promotes them across various communication channels, including our partnership with GoodLife Fitness centers across Canada. To date, over 3,700 employees and their family members have taken advantage of our corporate discount.

Team members can also benefit from onsite fitness facilities and extended services at numerous Bell locations while having access to free, personalized workouts through the LIFT session app, where employees can follow along in workouts on their own time and chat live with fitness and nutrition experts. In addition, more than 1,450 Bell employees have benefited from our weekly LIFT virtual fitness sessions, where instructors teach live classes ranging from Power Yoga to High-Intensity Interval Training. These broadcasted sessions received satisfaction scores of over 95%.


Return-to-work program

Our return-to-work after leave program has been widely recognized for excellence and continues to yield promising results related to reducing rates of relapse and recurrence of disability leave. Mental health related relapses (within 1 month) and recurrences (within 1 year) are down by 50% and 20%, respectively, since 2010.

Awareness and communication

Bell provides team members and their families with expert insight and advice on health, wellness and development-related topics through the LifeSpeak video library, that offers content from internationally acclaimed experts, authors, professors and medical professionals. In addition to this library, we developed (in partnership with experts) a spotlight video series on work-life balance in a virtual environment and a hub of resources on managing substance use.

In addition to publishing weekly mental health articles through our internal newsletter, we offer team members a variety of events and special activities that promote



awareness during Bell Let's Talk Day, Mental Health Week, Mental Illness Awareness Week and National Suicide Prevention Day. Since 2010, Bell has organized more than 1,500 mental health events for team members across Canada, including seminars, workshops, information kiosks, speakers and other engagement activities. In adapting to a virtual environment throughout the pandemic, we developed new and innovative methods to further engage employees through a new online event registration tool, creating and distributing e-cards and offering a virtual photo booth.


Throughout the pandemic, specific mental health and wellness resources were also provided on a COVID-19 support resource page and were published in weekly articles, reaching a total of 6,884 views per week.

Mental health related websites

The [Bell Let's Talk](#) website and the Mental Health and Wellness intranet site continue to provide easily accessible, centralized tools and resources for team members to learn, participate and stay informed. In 2021, team members accessed our Mental Health and Wellness intranet site more than 25,000 times, taking advantage of our comprehensive mental health resources, including articles, videos, training and a wide variety of other resources addressing total health.

Sharing best practices across corporate Canada

Bell continues to support and promote the adoption of the National Standard for Psychological Health and Safety in the Workplace across corporate Canada. We continue to build sustainable programs and address opportunities related to the 13 psychological factors of the National Standard, that experts agree, have a powerful impact on organizational health and the well-being of individual team members. Since the implementation of the standard, we have shared best practices across hundreds of organizations in Canada through tailored presentations, conferences, benchmark exercises and various advisory committees, to provide encouragement and guidance to others to adopt healthier frameworks in their own workplace.



Bell also worked with our EFAP provider and Queen's University to develop our Workplace Mental Health Leadership™ program, the world's first university-certified workplace mental health training program. Available to any Canadian organization, the program has seen significant adoption nationwide. Since its inception, more than 924 companies have participated in this program, leading to a certificate from Queen's University. Additionally, the Building Blocks for Positive Mental Health online training is available externally and over 8,747 individuals have completed the training through LifeWorks.

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.