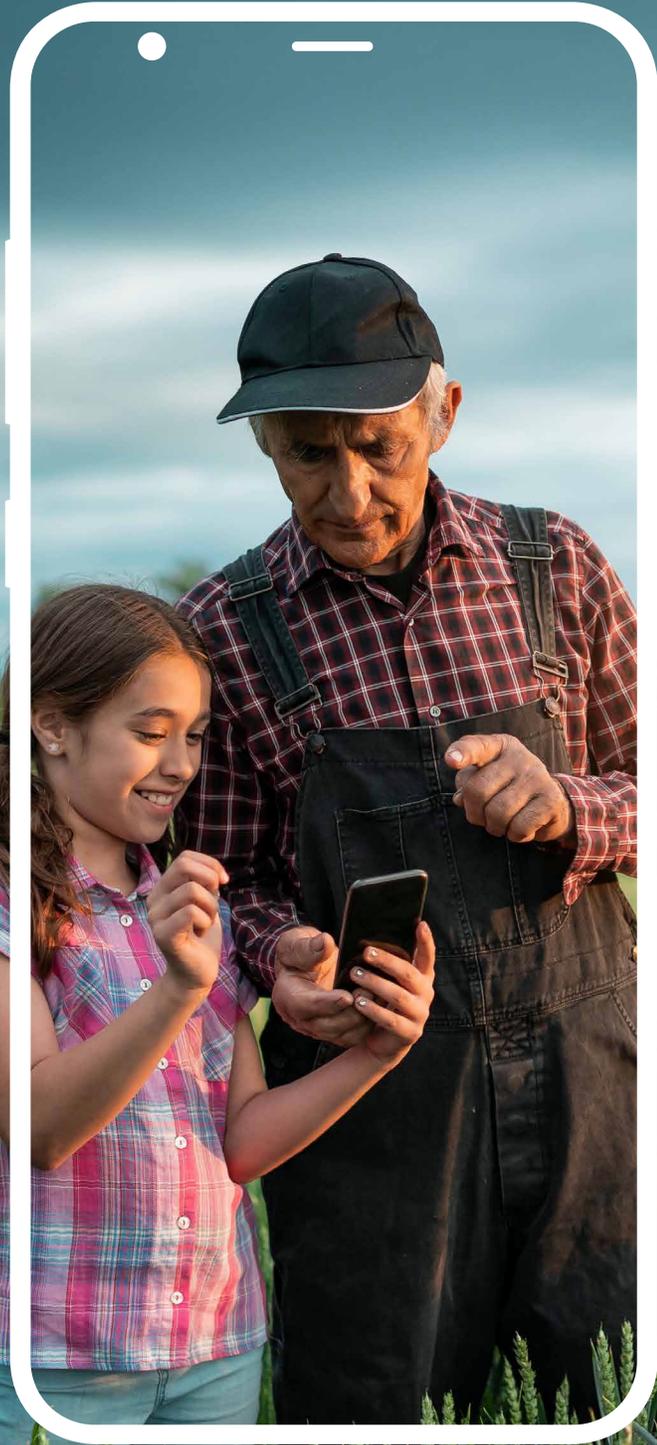


# OUR CORPORATE RESPONSIBILITY APPROACH

MARCH, 2022



**BCE**

The communications industry is the foundation of societal and economic information sharing and commerce. As a Canadian leader in this increasingly important, growing, and evolving industry, Bell is an important provider of the infrastructure essential to enable world-class quality and accessible services for all Canadians.

We believe we must strategically manage issues relevant to our corporate responsibility. By doing so, we contribute to a sustainable future. In short, our corporate responsibility strategy supports our purpose to advance how Canadians connect with each other and the world.

## WE SUPPORT



## OUR APPROACH

# Creating value for Canadians

Since our founding in 1880, Bell has been enabling Canadians to connect with each other and the world around them. Our approach to corporate responsibility is to manage the company in ways that support the social and economic prosperity of the communities in which we operate with a commitment to the highest environmental, social and governance (ESG) standards.

Our robust approach is informed by a set of guiding principles that support our corporate strategy and policies throughout the organization. Through stakeholder engagement and our own internal processes, we monitor ESG issues and opportunities and set objectives for priority issues to enhance sustainability performance. We continuously measure and report on our progress to drive environmental leadership, achieve a diverse and inclusive workplace, lead data governance and protection and build stronger and healthier communities.

We insist on this approach not only because it is the right thing to do, but also because we believe that Bell's ESG actions provide significant societal and environmental benefits that enable Bell to improve operational performance, attract and retain talent, increase access to capital and proactively manage risks. Our ESG strategy therefore generates positive value for our shareholders as well as for other stakeholders.

## Corporate responsibility principles

Values and principles are used to drive decision-making in a company. Principles form the foundation on which trust and relationships are built with stakeholders of the business. The following principles define how we operate our company while attending to the interests of our stakeholders:

- 1 Enact our purpose and corporate responsibility in support of Bell's 6 strategic imperatives
- 2 Respond to evolving stakeholder expectations related to corporate responsibility
- 3 Engage in strong governance and risk management behaviours
- 4 Disclose decision-useful ESG information to stakeholders

## Enacting our purpose and corporate responsibility in support of Bell's 6 strategic imperatives

In support of our purpose of advancing how Canadians connect with each other and the world, we create positive value by adhering to leading ESG standards. We mean to deliver strong and sustained economic performance that benefits all stakeholders and to develop leading-edge telecommunication services that contribute to sustainability while demonstrating leadership by successfully applying them.

Corporate responsibility is a fundamental element of each of the 6 strategic imperatives that inform Bell's policies, decisions and actions. This approach also supports our purpose of advancing how Canadians connect with each other and the world. In 2022, in recognition that our ESG commitments underpin everything we do, we're broadening our strategic imperatives to voice our commitment to create a sustainable future.

We insist on this approach not only because it is the right thing to do, but also because we strongly believe that Bell's ESG actions provide significant societal and environmental benefits that enable Bell to improve operational performance, attract and retain talent, increase access to capital and proactively manage risks. Our ESG strategy therefore generates positive returns for our shareholders as well as for our other stakeholders. For example, while actions supporting waste management and energy reduction address important environmental concerns of society and contribute to our imperative #6 engage and invest in our people and create a sustainable future, they also create a chain of benefits for Bell. First, they free up funds for a variety of purposes, from extending our networks in support of the productivity of Canadian businesses (#1), to investing in the communities we serve. They also enable us to operate more efficiently as part of our imperative to operate with agility and cost efficiency (#5). Actions supporting waste management and energy reduction also align with the values of our team members, driving satisfaction and engagement and advancing our work towards imperative (#6): Engage and invest in our people and create a sustainable future. As a result, engaged team members drive growth with innovative services and help us to deliver the most compelling content (#2, 3). Engaged team members also drive customer satisfaction as we champion customer experience (#4).



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

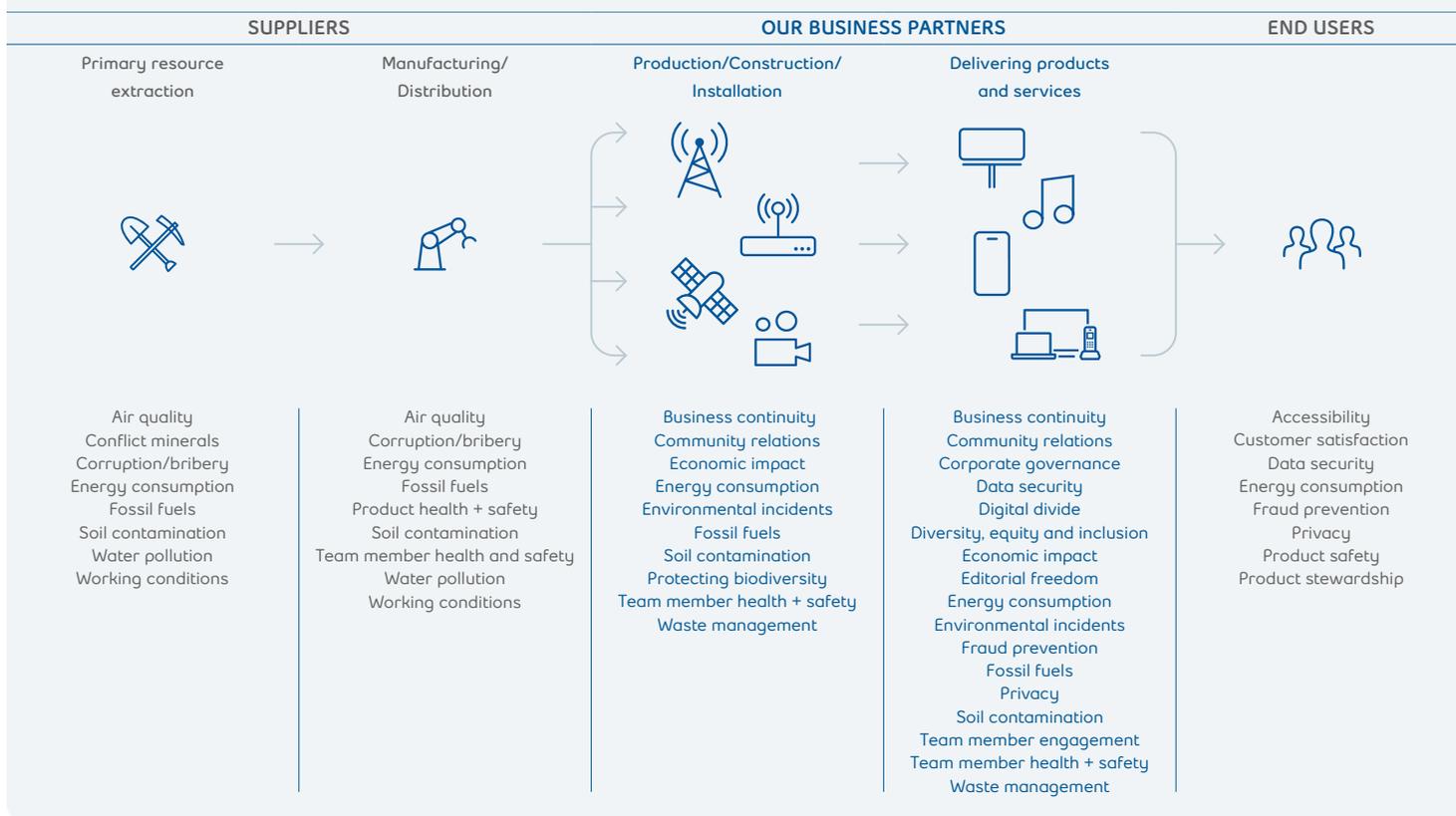
## IDENTIFYING CORPORATE RESPONSIBILITY TOPICS ACROSS OUR VALUE CHAIN

Having a clear view of the company's entire value chain is increasingly important in responsible business practice. Climate-related regulations and the cost and availability of materials and team members are just some examples of value chain risks. At Bell, we make every effort to continually expand and simultaneously deepen our view of actors and issues in our value chain. While our operations and influence are Canadian-based, we participate with industry peers and across industries in global working groups (such as the Global Enabling Sustainability Initiative (GeSI), GSMA Climate Action and Circular Economy Taskforces and the United Nations Global Compact (UNGC)) to amplify our voice.

## SIGNIFICANT SUSTAINABILITY TOPICS IN OUR INDUSTRY GRI 102-13 **17**

The telecommunications and media industry is the foundation of societal and economic information sharing and commerce. As the Canadian leader in this increasingly important, growing and evolving industry, Bell is an important provider of the infrastructure essential to enable world-class quality and accessible services for all Canadians. Accordingly, we believe that we have a responsibility to manage key corporate responsibility issues strategically.

### BELL'S VALUE CHAIN GRI 102-13



Understanding our corporate responsibility priorities informs how we develop our corporate strategy, invest our resources and report on our business and corporate responsibility efforts.

Bell is committed to continuously improving its responsiveness to stakeholder needs, including through its corporate responsibility goals. Consistent with this commitment, we collect input from stakeholders about corporate responsibility issues that are most important to them. We engage with various stakeholders on the identified topics of priority. We maintain ongoing engagement through collaborations and by leveraging their expertise, insights and influence to improve our performance and find new solutions to common challenges.

In 2021, we surveyed a sample of our stakeholders ranging from internal team members (unionized and management-level employees, as well as various directors and Vice Presidents) to external groups (customers, investors, suppliers, governmental groups, non-profit organizations, community partners and academic institutions). This survey explored a variety of priorities that touched on seven themes: Climate Change, the Circular Economy and Use of Natural Resources, People and Culture, Customer Satisfaction and Network Reliability, Socio-Economic Impact, Business Ethics and Responsible Products and Services. Each theme covers related topics, producing a wide range of issues covering almost 50 different priorities. We also asked our stakeholders about which Sustainable Development Goals (SDGs) Bell can have the most impact on.

Through this survey we analyzed two angles of impact. Respondents were asked to identify topics with the greatest impact on Bell’s enterprise value as well as on society and the environment. The responses received through this exercise influenced the topics discussed in this report. The results of this stakeholder engagement exercise are presented on the following pages.

Themes and topics we addressed with stakeholders:

THEME	TOPICS
<b>Climate Change</b>	Greenhouse gases (GHG) Emissions Management, climate change risks and opportunities, energy management, greener vehicle fleet, operational eco-efficiency (green buildings) and digitally enabling society to transition to a low-carbon economy through its products and services
<b>Circular Economy and use of natural resources</b>	E-waste and product-end-of life, waste management, take-back programs, packaging, water management and biodiversity
<b>People and Culture</b>	Wellbeing, health & safety, talent attraction & retention, diversity & inclusion, training and career, freedom of association, digital enablement and employee engagement
<b>Customer Satisfaction &amp; Network Reliability</b>	Data privacy, information security, network reliability and resilience against disruptions, accessibility & availability, online safety and customer service and satisfaction
<b>Socio-Economic Impact</b>	Local employment, disaster response & relief, community investment, community partnerships, stakeholder engagement, indirect economic impact, tax contributions and direct economic value generated and distributed
<b>Business Ethics</b>	Editorial freedom/freedom of expression, competitive behaviour & open internet, responsible and transparent marketing and advertising, responsible technology and regulatory compliance
<b>Responsible products and services</b>	Product safety, environmental impacts of products and services, social benefits of products and services, human rights, innovation of products and services, supplier screening and digitization of sectors/enabler of digital society

The results of this analysis identified priority topics that we address through our Corporate responsibility report.

The top environmental, social and governance priorities on which stakeholders consider Bell can have the greatest impact are:

<div style="text-align: center; margin-bottom: 10px;">  <h3>CLIMATE CHANGE</h3> </div> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 5px;">GHG emissions management</td> <td style="text-align: right; padding: 5px;">● *</td> </tr> <tr> <td style="padding: 5px;">Energy management</td> <td style="text-align: right; padding: 5px;">● *</td> </tr> <tr> <td style="padding: 5px;">Digitally enabling society to transition to a low carbon economy</td> <td style="text-align: right; padding: 5px;">● *</td> </tr> <tr> <td style="padding: 5px;">Green fleet</td> <td style="text-align: right; padding: 5px;">●</td> </tr> <tr> <td style="padding: 5px;">Climate change risks &amp; opportunities</td> <td style="text-align: right; padding: 5px;">●</td> </tr> </table>	GHG emissions management	● *	Energy management	● *	Digitally enabling society to transition to a low carbon economy	● *	Green fleet	●	Climate change risks & opportunities	●	<div style="text-align: center; margin-bottom: 10px;">  <h3>CUSTOMER SATISFACTION &amp; NETWORK RELIABILITY</h3> </div> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 5px;">Network reliability</td> <td style="text-align: right; padding: 5px;">● *</td> </tr> <tr> <td style="padding: 5px;">Data privacy</td> <td style="text-align: right; padding: 5px;">● *</td> </tr> <tr> <td style="padding: 5px;">Information security</td> <td style="text-align: right; padding: 5px;">● *</td> </tr> <tr> <td style="padding: 5px;">Customer satisfaction</td> <td style="text-align: right; padding: 5px;">● *</td> </tr> </table>	Network reliability	● *	Data privacy	● *	Information security	● *	Customer satisfaction	● *
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**Other pertinent issues**

Accessibility & availability	● *	Local employment	●
Community investment	● *	Packaging	●
Community partnerships	●	Responsible supply chain management	●
Environmental impacts of products and services	●	Social impacts of products and services	●
Green-building	●	Take-back programs	● *
Health & Safety	● *	Talent attraction & retention	●
Innovation of products & services	●	Training and career development	●

**Legend**

- [Team members](#)
- [Customers](#)
- [Community & Society](#)
- [Economy](#)
- [Environment](#)
- \* [Target](#)

More information on these topics in our Corporate responsibility report

The Sustainable Development Goals (SDG) developed by the United Nations on which stakeholders consider Bell can have the greatest impact are:



Other SDGs that stakeholders consider Bell can contribute to:



## Climate change

There is international scientific consensus that GHG emissions are major contributors to climate change and that companies have a responsibility to help fight climate change and adapt to its consequences. Energy consumption – a notable component of business service solutions in our industry which drives GHG emissions associated with climate change – is becoming more important, as networks grow to support the ever-increasing use of wireline and wireless services, such as Internet, data hosting and devices such as smartphones, tablets and a vast array of other connected objects. All of these services consume rapidly increasing amounts of data to access social networking, cloud computing, mobile TV, mobile commerce and banking services. Each of these services consume network resources, thereby affecting a company's carbon footprint.

Additionally, digitally enabling society to transition towards a low-carbon economy plays a crucial role in how we can make a difference through our products and services. Amplifying the demand is the emergence of Internet of Things (IoT) applications in retail and transportation, such as the connected car, asset tracking and remote monitoring. Growth in wireless data consumption alone is increasing service providers' needs for energy to power their networks, making energy efficiency an important issue for our entire industry.

We are also affected by the growing trend of companies using data centres to shift applications and services to the cloud. This enables carriers like Bell to make more tools and professional services available to business customers while maximizing the efficiency of our networks and business operations. Eventually, this virtualization will involve both fixed and wireless access network elements as more functions will migrate from the customers' premises to centralized, carrier-operated facilities. As a result, carriers will consume more energy while their customers will see their energy consumption decrease. Over time, the net effect will reduce overall consumption as virtual activity replaces physical activity and larger carrier-operated platforms become more efficient.

Investing in a more efficient and cleaner option for our fleet is also an opportunity. Overall, climate change presents a growing risk and evaluating its impacts allows us to better plan for the future. To learn more, see our [BCE TCFD Report on climate-related risks and opportunities](#).

## Customer satisfaction and network reliability

Canada's communications market is more dynamic and competitive than ever. With championing customer experience as a core strategic imperative across the company, every Bell team member is asked to focus on what is best for customers as part of every major program and initiative, to help us grow and retain customers as we move forward on our other key imperatives: build the best networks, drive growth with innovative services, deliver the most compelling content, operate with agility and engage and invest in our people and create a sustainable future.

Canadians lives are increasingly dependent on digital technologies and require access to the digital ecosystem to learn, work, socialize and access essential services. Access to high-speed, reliable and affordable Internet has become an essential service and a key driver of improved social wellbeing as we help bridge the digital divide and provide accessibility for everyone. Advanced communication networks have long-term benefits to consumers and businesses, providing access to reliable connections that meet future needs as demand continues to grow. These networks are a key part of Canada's 21st century infrastructure, and fundamental building blocks for the transition from a resource-based economy to a world-leading digital and knowledge economy, in communities both large and small. Bell investments are delivering benefits directly to our customers, from providing more consumers with better access to family and friends, remote learning and entertainment to enabling businesses and communities to operate more efficiently and grow in the digital economy. At the same time, as we continue to close the digital divide that separates communities, we are also supporting growth amongst suppliers and partners as we help build and drive innovation across the Canadian digital ecosystem.

As devices connected to the Internet become more numerous and smarter, and as data transmission volumes increase, service providers must work continuously to improve the level of information security, through the protection and effective organization of systems, applications and information repositories. This is vital to the secure operation of networks and business, and critically important to customers, who, along with employees, the government and society expect that we protect their identity and information to the greatest extent possible.

Customers are becoming increasingly aware of the importance of protecting their personal information as well as privacy considerations regarding their use of wireless, internet and media services. This has attracted the attention of lawmakers and regulators, and changes to privacy laws have been proposed in a number of Canadian jurisdictions. There has also been increased regulatory scrutiny of the use, collection and disclosure of personal information in Canada. Our continued focus in this area aligns with our strategic imperative to champion the customer experience. Our industry is particularly vulnerable to security threats, giving rise to new and emerging standards and regulations. We need to be able to identify and address information security risks in a timely manner, in order to be in a better position to protect our market share and reputation. These efforts align with our strategic imperative to champion customer experience, while at the same time reducing exposure to cyberattacks. Avoiding data breaches can also limit the increase of expenses associated with remediation efforts and legal fees, aligning with our strategic imperative to operate with agility and cost efficiency.

## People and culture

We believe that everyone deserves a respectful, positive, professional and rewarding work environment. Engaging and investing in our people is a strategic imperative which recognizes that our success requires a dynamic and engaged team. The Bell team is critical to our company's success, enabling our goal of advancing how Canadians connect with each other and the world, while also making a difference in communities across the country. To foster the wellbeing of our team members, we believe that both engaging our members as well as nurturing an inclusive environment are essential.

Organizations that have integrated diversity, equity and inclusion programs foster team member innovation and creativity, widen the talent pool and increase team member satisfaction. Bell is committed to an inclusive, equitable and accessible workplace where all team members feel valued, respected, supported and have the opportunity to reach their full potential. A truly diverse team and inclusive workplace fosters innovation and creativity, better reflects the customers we serve and increases team member engagement.

## Circular economy

The circular economy model enables organizations to rethink the traditional linear business model of "take, make, waste" and encourages them to implement solutions that detach growth from accelerating raw material consumption, in an effort to reduce the environmental impact of their operations. The traditional linear model, where it has been deployed in Bell's business operations, generates waste. Reducing waste is an essential part of our objective to improve on our operational efficiency and aligns with the values and expectations of our employees and customers. The circular economy model provides Bell with a framework for repositioning waste as a resource, for both environmental and economic benefits.

## Impact of the business model

A company's business model directly affects the magnitude of its impact on ESG topics. Energy consumption and waste are good examples to illustrate this point. In general, the more vertically integrated the company is, the greater the proportion of GHGs and waste in that sector that fall within the scope of the company's reporting.

Bell is a good example of this. To deliver quality service to our customers, maintain direct control over operations and promote business continuity that provides secure employment and career development potential, we have vertically reintegrated many of the functions that are often outsourced by other companies in our industry. For example, our operations include installation technicians, Bell Technical Services ([BTS](#)) and many construction projects carried out by Expertech Network Installation Inc. ([Expertech](#)), all of which depend on a fleet of vehicles to transport team members to our customers and job sites. These activities increase our operational emissions (direct GHG emissions from sources that are owned or controlled by Bell) relative to other telecom companies that outsource such functions.

For more information on the scopes of greenhouse gas emissions reporting, please see the GHG Protocol's [website](#).

In addition, we have become more diversified in our effort to facilitate sustainable growth in the business. For example, we created Bell Media Inc. (Bell Media) which includes broadcast and other media assets acquired through acquisitions such as CTV Globemedia Inc. ([CTV](#)), Astral Media Inc. ([Astral](#)), V Network and [Noovo.ca](#). This has increased the overall energy consumption that we account for in our Scope 2 emissions (indirect GHG emissions associated with the consumption of purchased electricity, heat, steam and cooling). This does not necessarily mean that Bell Media's Scope 2 emissions have increased since the period when Bell Media assets were separate, non-BCE operations.

Our integrated structure also affects the amount of waste we generate. Our vertically integrated structure means that we are accountable for managing waste created through these integrated functions, unlike companies that outsource these operations. We could outsource and thereby reduce our waste-to-landfill quantity, but that would not necessarily improve the industry's overall waste recovery rate. Also, by managing our network waste ourselves, we maintain control over functions that directly affect customer service and operations. The benefits of a vertically integrated company (while increasing Bell's responsibility) allow us to control, influence, collaborate with and integrate sustainability practices across various lines of our business.

## Linking our priority ESG topics to our Corporate Strategy

This table illustrates the link between our Corporate Strategy and our priority topics:

THEMATIC AREA	ESG TOPIC	TARGET	RELATED DISCLOSURE	STRATEGIC IMPERATIVE
<b>Environmental</b>	Energy management	★	<a href="#">Environment</a>	   
	Greenhouse gases	★	<a href="#">Environment</a>	    
	Waste reduction	★	<a href="#">Environment</a>	   
	Circular economy	★	<a href="#">Environment</a>	   
<b>Social/Economic</b>	Network reliability	★	<a href="#">Economy</a>	     
	Digital divide	★	<a href="#">Community and Society</a>	    
	Customer satisfaction	★	<a href="#">Customers</a>	     
	Enabling transition to a low carbon economy	★	<a href="#">Customers</a>	    
	Community investment	★	<a href="#">Community and Society</a>	
	Diversity, equity and inclusion	★	<a href="#">Team members</a>	   
	Employee wellbeing	★	<a href="#">Team members</a>	   
	Team member engagement	★	<a href="#">Team members</a>	   
<b>Governance</b>	Data privacy	★	<a href="#">Customers</a>	    
	Information security	★	<a href="#">Customers</a>	    

1  Build the best networks

2  Drive growth with innovative services

3  Operate with agility and cost efficiency

4  Deliver the most compelling content

5  Champion customer experience

6  Engage and invest in our people and create a sustainable future

## HOW OUR BUSINESS IS HELPING CREATE A SUSTAINABLE FUTURE

As we pursue our purpose, our efforts and the products and services that we offer help address some of the world's biggest challenges, such as lack of access to education, growing inequality, market disruption caused by technology and artificial intelligence and pressure on our natural resources.

### Products and services with positive social impacts

Our products and services can have positive social impacts on poverty, hunger, health, education, gender equality, basic services, peace and democracy. Individuals with access to the internet can obtain information on news, government services, education, and banking more easily, this allows them to participate more fully in our social democracy. Informed citizens also contribute to our national economy.

Complying with health and safety standards and preventing the potential spread of infection in commercial spaces are priorities for businesses. Health and safety solutions from Bell help meet the demands of sanitization and physical distancing with real-time occupancy monitoring and a digital signage and sanitization kiosk, powered by our LTE network. We help our stakeholders to be compliant with government health and safety regulations, including Canada's work-alone legislation, by monitoring the location and status of field workers at all times. Bell also offers a situational awareness solution that is a cloud-based workforce management tool that allows first responders to keep their eyes, ears and hands on the job at all times while simultaneously allowing commanders or dispatchers to better track and manage their entire operation, even when responders leave their vehicles. As networks continue to improve, Bell and other service providers are also prepared to deploy Next Generation 911 (NG911) emergency service, enabling real-time text messages, video, images and other multimedia to be sent to first responders and medical personnel.

Additionally, the evolving nature of cyberattacks makes it difficult for organizations to stay secure and protected. Based on a holistic, proactive and integrated approach, security solutions from Bell are designed for all organizations facing risks that are rapidly changing and growing in scope and intensity. Bell seeks to ensure the confidentiality, integrity and availability of the organization's information at all times. With more than 400 experienced and accredited security professionals on its team, Bell has one of the largest security practices in Canada. Device enrollment solutions help businesses easily deploy and configure mobile devices in a faster, more streamlined way. Providing the first line of security, device enrollment solutions enable organizations to deploy corporate-owned devices without having to manually set up each device. Bell is the first carrier in Canada to offer a Managed IoT Security Service, and has a comprehensive set of IoT security features, combining advanced security technologies and proactive 24/7 monitoring from a dedicated team. Communications service providers have long helped customers screen, filter and block incoming voice calls, however, Bell has gone even further, becoming the first in Canada to develop and use AI to automatically and permanently block callers identified as fraudulent from the company's network.

### Products and services with positive environmental impacts

We have long understood that telecommunication technologies can help our customers reduce their energy needs and cut their carbon footprint<sup>1</sup> while enhancing their productivity in numerous ways. Telecommunication technologies also help adapt to the impacts of climate change by helping improve business continuity, keeping vehicular traffic fluid and maintaining access to services and communication channels in the event of extreme climate events. Our IoT products and services can have a positive impact on sustainable agriculture and forestry, conserving water and preserving marine ecosystems, sustainable energy use, mitigating climate change and on sustainable buildings. The data gathered through our IoT products and services help decision-makers in these industries make more informed and timely decisions, while reducing operational costs. For example, in the waste collection industry, sensors on waste bins can alert a company when a pickup needs to be scheduled, reducing the number of trips that consume fossil fuels. Fewer truck rolls reduce transportation costs and the release of GHG emissions.

<sup>1</sup> As demonstrated by the [Global Enabling Sustainability Initiative \(GeSI\)](#)

For example, a water leak detection solution from Bell provides the insight needed to accurately locate water leaks, helping reduce waste, control costs and enhance sustainability. Cellular-enabled sensors installed in water systems send acoustic data to a central site where businesses can view leak status and location. Also, Our GPS tracking, vehicle diagnostic and telematics technologies help businesses optimize their operations, increase fleet security and reduce costs amongst other benefits. Finally, Smart Supply Chain, which is powered by Bell IoT Smart Connect, is an “as-a-service” platform that uniquely aggregates multiple IoT data sources and businesses’ operational data sets into a visual, single pane of glass, accessible through Bell’s Self Serve Centre.

## Responding to evolving stakeholder expectations related to corporate responsibility

GRI 102-40, 42, 43, 44

Reporting on what our stakeholders want to know is central to our ESG communications strategy at Bell. As the world changes, and as ESG reporting evolves, we seek to remain informed on the most recent trends and issues relevant to our stakeholders.

### STAKEHOLDER ENGAGEMENT

Stakeholder engagement is a process organizations follow in order to be informed on what their audiences want to know about them. This process entails identifying, mapping and prioritizing stakeholders and their interests to determine where and what to communicate.

At Bell, we are always seeking ways to improve our ESG reporting and welcome feedback and suggestions. We engage with stakeholders in many ways to identify opportunities beyond compliance in order to create benefits for both society and the company by addressing relevant issues. Primarily, we remain informed on issues that are most important to our various stakeholders through direct consultation, in order to obtain their feedback.

We identify our most important stakeholder groups based on the extent of the stakeholder group’s engagement with the company and their influence on the company. This analysis produces a shortlist of internal and external stakeholders.

Because issues evolve over time, and new ones emerge, Bell consults this broad range of stakeholders in a variety of ways and on an ongoing basis.

See the table below for examples of how we interact with our stakeholders on various ESG priorities:

STAKEHOLDER	HOW WE ENGAGED STAKEHOLDERS	ESG PRIORITY THEMES
<b>Non-Management Employees &amp; Labour Unions</b>	<ul style="list-style-type: none"> <li>• Training and workshops</li> <li>• Recognition, awards and contests</li> <li>• Employee surveys related to COVID-19</li> <li>• Employee engagement survey</li> <li>• Onboarding and orientation sessions for new hires</li> <li>• Frequent communication through Bellnet, our internal website and email</li> <li>• Business-unit and team virtual town halls</li> <li>• Internal network groups (Women at Bell, Black Professional at Bell, Pride at Bell, etc.)</li> <li>• Web-collaboration forums on environment and diversity (BIPOC, Women, Pride, etc.)</li> <li>• Meetings and engagement with labour unions related to collective agreements considering impacts related to COVID-19 amongst other topics</li> <li>• Bell ESG priority topics survey</li> </ul>	<ul style="list-style-type: none"> <li>✓ Climate Change</li> <li>✓ Circular Economy and use of natural resources</li> <li>✓ People and Culture</li> <li>✓ Customer Satisfaction and Network Reliability</li> <li>✓ Socio-Economic Impact</li> </ul>
<b>Management Employees</b>	<ul style="list-style-type: none"> <li>• Training and workshops</li> <li>• Recognition, awards and contests</li> <li>• Employee surveys related to COVID-19</li> <li>• Employee engagement survey</li> <li>• Onboarding and orientation sessions for new hires</li> <li>• Frequent communication through Bellnet, our internal website and email</li> <li>• Business-unit and team virtual town halls</li> <li>• Internal network groups (Women at Bell, Black Professional at Bell, Pride at Bell, etc.)</li> <li>• Web-collaboration forums on environment and diversity (BIPOC, Women, Pride, etc.)</li> <li>• Career development programs (BellU, High Performance Program, NextGen, New Grad, etc.)</li> <li>• Meetings and engagement with labour unions related to collective agreements considering impacts related to COVID-19, amongst other topics</li> <li>• Focus groups</li> <li>• Bell ESG priority topics survey</li> </ul>	<ul style="list-style-type: none"> <li>✓ Climate Change</li> <li>✓ Circular Economy and use of natural resources</li> <li>✓ People and Culture</li> <li>✓ Customer Satisfaction and Network Reliability</li> <li>✓ Socio-Economic Impact</li> </ul>
<b>Industry Associations &amp; Non-Government Organizations</b>	<ul style="list-style-type: none"> <li>• Memberships in public-private partnerships in Canada and internationally</li> <li>• Engagement in industry meetings, seminars, thought-leadership panels, innovation research and conferences</li> <li>• Bell ESG priority topics survey</li> </ul>	<ul style="list-style-type: none"> <li>✓ Climate Change</li> <li>✓ Circular Economy and use of natural resources</li> <li>✓ People and Culture</li> <li>✓ Customer Satisfaction and Network Reliability</li> <li>✓ Socio-Economic Impact</li> <li>✓ Business Ethics</li> <li>✓ Responsible Products and Services</li> </ul>

STAKEHOLDER	HOW WE ENGAGED STAKEHOLDERS	ESG PRIORITY THEMES
<b>Local Partners and Community Groups</b>	<ul style="list-style-type: none"> <li>• Meetings and direct interactions</li> <li>• Participation in fundraiser events</li> <li>• Collaboration on campaigns and conferences</li> <li>• Bell ESG priority topics survey</li> </ul>	<ul style="list-style-type: none"> <li>✓ Climate Change</li> <li>✓ Circular Economy and use of natural resources</li> <li>✓ Socio-Economic Impact</li> <li>✓ Business Ethics</li> <li>✓ Responsible Products and Services</li> </ul>
<b>Government &amp; Regulators</b>	<ul style="list-style-type: none"> <li>• Meetings and direct interactions</li> <li>• Formal submission of regulatory filings and/or responses to requests for information</li> <li>• Collaboration on government and/or industry campaigns and conferences</li> <li>• Bell ESG priority topics survey</li> </ul>	<ul style="list-style-type: none"> <li>✓ Climate Change</li> <li>✓ Circular Economy and use of natural resources</li> <li>✓ Business Ethics</li> <li>✓ Responsible Products and Services</li> </ul>
<b>Investors</b>	<ul style="list-style-type: none"> <li>• Annual and quarterly meetings, phone calls and/or emails for questions, issues and concerns related to ESG and/or financial performance</li> <li>• Annual General Meeting</li> <li>• Credit rating agency engagement</li> <li>• Investor road shows</li> <li>• Third-party ESG engagement and survey</li> <li>• Bell ESG priority topics survey</li> </ul>	<ul style="list-style-type: none"> <li>✓ Climate Change</li> <li>✓ People and Culture</li> <li>✓ Customer Satisfaction and Network Reliability</li> <li>✓ Business Ethics</li> </ul>
<b>Suppliers and Contractors</b>	<ul style="list-style-type: none"> <li>• Engage in supplier risk assessment program</li> <li>• Align on supplier code of conduct</li> <li>• Bell ESG priority topics survey</li> </ul>	<ul style="list-style-type: none"> <li>✓ Business Ethics</li> <li>✓ Responsible Products and Services</li> </ul>
<b>Customers</b>	<ul style="list-style-type: none"> <li>• Individual and broad-based communications</li> <li>• Industry conference/tradeshows</li> <li>• Consumer Service support lines</li> <li>• Customer experience surveys</li> <li>• Direct engagement</li> <li>• Bell ESG priority topics survey</li> </ul>	<ul style="list-style-type: none"> <li>✓ Climate Change</li> <li>✓ Customer Satisfaction and Network Reliability</li> <li>✓ Socio-Economic Impact</li> <li>✓ Responsible Products and Services</li> </ul>
<b>Academic Institutions</b>	<ul style="list-style-type: none"> <li>• Focus groups on innovation projects</li> <li>• Presentations to raise awareness and educate on best practices</li> <li>• Bell ESG priority topics survey</li> </ul>	<ul style="list-style-type: none"> <li>✓ Customer Satisfaction and Network Reliability</li> <li>✓ Socio-Economic Impact</li> <li>✓ Business Ethics</li> </ul>

# Collaborating for sustainability

GRI 102-12, 40 17

We represent the interests of our stakeholders through active participation in industry and business associations. Through our membership in these forward-thinking groups that bring together leaders of the global business community, BCE participates in the development and sharing of innovative thinking that produces practical action. Here are some of the groups in which we are involved:



## 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.

## GLOBAL COMPACT NETWORK CANADA (GCNC)

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

## EXCEL PARTNERSHIP + CBSR

We are a member of the EXCEL Partnership, a unique learning partnership that empowers Canadian companies to improve corporate performance through sustainability leadership. Founded in 1996, the EXCEL Partnership has become Canada's most trusted and influential business group focused on sustainability. We participate in cross-sector innovation initiatives that provide us with access to cutting-edge research, analysis and insights.

CBSR is a not-for-profit professional association for sustainability and corporate responsibility leaders across Canada, championing business as a force for good. CBSR is part of the Constellation that includes The GLOBE Series, Delphi Group, EXCEL Partnership and Leading Change in order to consolidate and accelerate corporate sustainability leadership in Canada.

## 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.

## GSMA

We are a member of [GSMA](#), a global association uniting more than 750 operators with almost 400 companies in the broader mobile ecosystem, including handset and device makers, software companies, equipment providers, internet companies and organizations in adjacent industry sectors. GSMA has different working groups striving towards common goals, including interconnection, fraud, security and climate action.

## 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.

## 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.

# Engaging in strong governance and risk management practices

GRI 102-18, 102-19, 102-22, 102-23

Governance based on transparency and integrity provides corporate direction and sets company values that guide our business practices. Through our solid governance structure, principles and management systems, we actively manage environmental, social and economic performance.

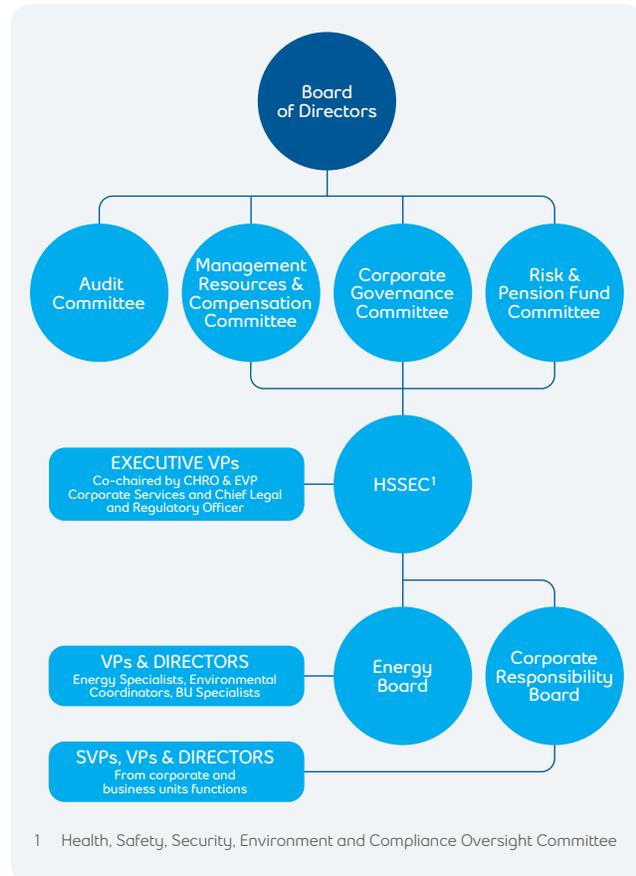
## GOVERNANCE STRUCTURE

We continually seek to strengthen our leadership in corporate governance and ethical business conduct by adopting best practices and providing full transparency and accountability to our stakeholders. The BCE Board of Directors (BCE Board or Board) and management believe that strong corporate governance practices contribute to superior results, thereby creating and maintaining shareholder value. The Board is actively engaged in the strategic management of corporate responsibility issues, and receives regular reports on performance. The Board of Directors has established clear oversight of our corporate responsibility programs and our approach to ESG practices, with primary accountability at the committee level.

The Corporate Governance Committee (CGC) is responsible for the oversight of our corporate purpose and our ESG strategy and disclosure, which includes oversight and related disclosure of climate-related risks. It is also responsible for our governance practices and policies, including those concerning business conduct and ethics.

The Corporate Governance Committee is responsible for oversight of our corporate purpose and our ESG strategy and disclosure, which includes oversight and related disclosure of climate-related risks. It is also responsible for our governance practices and policies, including those concerning business conduct and ethics.

The Risk and Pension Fund Committee (RPFC) oversees the organization's risk governance framework, which exists to identify, assess, mitigate and report key risks to which BCE is exposed. These include environmental, safety and security risks, including data governance and information security. The RPFC receives a report on matters including security and information security at each of its meetings. The Management Resources and Compensation Committee (MRCC) has oversight of compensation, succession planning, human resource issues, including respectful workplace practices, health and safety, and tracks corporate performance against our ESG targets. In 2020, the MRCC formally added ESG targets to corporate performance metrics, establishing a link to compensation. Furthermore, as of 2022, additional ESG related metrics were added and are embedded into each of the strategic imperatives, which is reflective of how ESG is embedded into the overall strategy of the business. ESG is targeted to represent, in aggregate, at least 30% of the total strategic imperatives score in 2022. The MRCC reviews the detailed metrics and targets and approves them early in the year, tracking progress throughout the year. In addition, EVPs have 30% of their annual bonuses tied to personal objectives that include a variety of corporate responsibility topics. These cover corporate governance and ethics, as well as key



performance metrics such as community investment, greenhouse gas emissions reduction, ISO recertification, team member engagement, the time lost accident frequency rate and waste management. These metrics can be found under the key metrics and results section of our [Corporate responsibility report](#).

The Audit Committee is responsible for overseeing financial reporting and disclosure, as well as the organization's internal control systems and compliance with legal requirements.

For more details about the Board committees, see the [governance section of our website](#).

## Health, Safety, Security, Environment and Compliance (HSSEC) oversight committee

The Health, Safety, Security, Environment and Compliance (HSSEC) oversight committee is mandated to make every effort to ensure that our corporate responsibility strategy is integrated throughout the business in order to minimize risk and optimize business opportunities. Accordingly, Bell is focused on implementing adaptation governance structures and measures to maintain the resiliency of our operations and the security of our team members. We also monitor the potential for current and future climate-related legislation, policy and regulations that may affect our business, and report on these findings to our internal HSSEC Oversight Committee.

The HSSEC Oversight Committee periodically oversees health and safety, security, environmental and compliance risks, and ensures that they are addressed through efficient programs implemented within the various business units. This committee is co-chaired by the Chief Human Resources Officer (CHRO) & Executive Vice-President (EVP), Corporate Services and the Chief Legal & Regulatory Officer who report to the Risk and Pension Fund Committee (RPFC), the Corporate Governance Committee (CGC) and the Management Resource and Compensation Committee (MRCC) of the Board of Directors, in accordance with their respective Committee Charters.

Its members include a significant number of Bell's most senior leaders including the Chief Financial Officer (CFO), Chief Information Officer (CIO), Chief Technology Officer (CTO) and Group President, Customer Experience.

This cross-functional committee seeks to ensure that relevant risks are adequately recognized, and that mitigation activities are well integrated and aligned across the organization and supported with sufficient resources. The HSSEC Committee also looks to maximize business opportunities and to ensure that these opportunities are integrated and aligned across all parts of our business.

## Corporate Responsibility board committee

In order to support the evolution of our corporate responsibility strategy, in 2021 we created an internal Corporate Responsibility (CR) Board composed of 50 Bell leaders (directors, Vice Presidents and senior Vice Presidents). The CR Board meets quarterly and its responsibilities include the following:

- Embed corporate responsibility considerations into corporate and business strategies,
- Help identify corporate responsibility areas of further improvement,
- Establish relevant KPIs,
- Support our corporate responsibility disclosure,
- Respond to stakeholders' concerns, and
- Support various corporate responsibility initiatives.

Reports on progress are provided to the HSSEC Oversight Committee, which reports to the RPFC of the BCE Board.

By working as a unified team, we can further enable long-term value creation for all stakeholders.

## Energy board committee

The Energy Board, created in 2008, is a senior management-level committee mandated by the HSSEC Committee to ensure oversight of Bell's overall energy consumption and costs with the intent of minimizing financial and reputational risks while maximizing business opportunities. This committee explores and oversees the implementation of technologies to improve energy efficiency within our facilities (buildings, network and information technology (IT) infrastructure), vehicle fleet and business travel. It also oversees the progress towards meeting GHG emission reduction targets. This committee is chaired by the Vice President of Corporate Security and Responsibility, and its members include business unit Vice Presidents, directors, managers and specialists.

## RISK MANAGEMENT FRAMEWORK GRI 102-20, 102-26,102-29, 102-31

### Risk and control environment

We believe that proactive management of risk is the foundation of good corporate responsibility.

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 the 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 expressed as a "Three Lines of Defense" approach to risk management that is aligned with industry best practices and endorsed by the Institute of Internal Auditors.

The CHRO & EVP Corporate Services has direct oversight of the Corporate Responsibility and Environment team, which is accountable for governing corporate responsibility programs. This team's managers also have part of the variable portion of their compensation tied to social and environmental goals.

We also rigorously apply a global strategic approach to managing corporate responsibility and have highly effective and practical environmental management systems (EMSs). In 2009, Bell became the first North American communications company to have such a system certified ISO 14001. Through the application of this EMS, more than 50 individuals are directly accountable for corporate responsibility issues related to our business imperatives across the company and in all business units. Everyone in business units captured in the EMS, from the business unit VP to the Environmental coordinator, is responsible for the performance of our corporate responsibility portfolios.



In 2020, Bell became the 1st North American communications company to achieve ISO 50001 certification for an energy management system (EnMS). This further underscores our position as one of Canada's greenest employers and positions us for sustainable operational efficiencies for years to come.

Our ESG disclosure is subject to being reviewed and approved by directors and Vice Presidents who are members of the Corporate Responsibility Board and are responsible for preparing or reviewing, as applicable, the information contained in our ESG disclosure, in accordance of our Certification Procedures related to ESG Disclosures.

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 flow, business or reputation.



## Disclosing decision-useful ESG information to stakeholders GRI 102-12, 13

Founded on sound principles, feedback from our stakeholders and a clear understanding of our current issues and opportunities, we have identified the topics that are of greatest importance to our stakeholders and to our business success.

## Reporting standards, guidelines and frameworks

At Bell, we have been reporting on ESG issues for more than a quarter century. Over time our focus has changed, but we have always been guided by what stakeholders want to know and what is most material to our business. We primarily take direction from relevant and internationally recognized ESG reporting standards and guidelines:

INVESTOR FOCUS	GLOBAL FOCUS	ENVIRONMENTAL FOCUS
Task Force on Climate Related Financial Disclosure ( <a href="#">TCFD</a> ) Bell's <a href="#">TCFD</a> report	UN Sustainable Development Goals ( <a href="#">SDGs</a> ) Bell's <a href="#">SDGs</a> index	Life Cycle Assessment methodologies
Sustainable Accounting Standards Board ( <a href="#">SASB</a> ) Bell's <a href="#">SASB</a> index	UN Global Compact ( <a href="#">UNGC</a> ) Bell's <a href="#">UNGC</a> index	<a href="#">ISO 14001</a>
International Integrated Reporting Council ( <a href="#">IIRC</a> )	Global Reporting Initiative ( <a href="#">GRI</a> ) Bell's <a href="#">GRI</a> index	<a href="#">ISO 50001</a>
World Economic Forum ( <a href="#">WEF</a> ) Bell's <a href="#">WEF</a> index	Digital Inclusion Benchmark ( <a href="#">DIB</a> )	
<a href="#">CDP</a>	<a href="#">ISO 26000</a> <a href="#">ISO 27001</a>	

## TARGET AUDIENCES

Our target audiences for our ESG reporting are our team members, customers, community members, investors, rating agencies, governments, non-governmental organizations, civil society and suppliers, amongst others. Our annual Corporate responsibility report provides information relevant to these stakeholders and the information is presented in chapters directed at each audience.

## ORGANIZATIONAL BOUNDARIES GRI 102-54

Our reporting contains data about the BCE group of companies, referred to collectively in this report as “BCE”, “Bell”, “Bell Canada”, “we”, “us”, “our” or “company”. The companies of the BCE group are those over which we have strong financial and managerial control.

## CORPORATE RESPONSIBILITY REPORT

BCE publishes a Corporate responsibility report annually on the environmental, social and governance (ESG) topics that are most significant to our stakeholders and to our business. The Corporate responsibility report contains an overview of our corporate responsibility strategy, including a summary of progress towards achieving our short-, medium- and longer-term goals for our team members, customers, environment and society. The Corporate responsibility report, together with the information and documents available in the [Responsibility section of BCE's website](#), serve as a comprehensive view of our corporate responsibility (CR) performance and ESG reporting.

The report is prepared in accordance with the GRI Standards – Core option, with the addition of select [SASB](#) indicators, [WEF](#) metrics and [SDGs](#). As a signatory to the [UNGC](#) since 2006, we are expected to report our progress on human rights, labour, environment and anti-corruption, therefore this report describes actions we have taken to implement the [UNGC](#) guidelines and principles, and serves as our Communication on Progress (COP). We also support the [TCFD](#) recommendations and publish an annual report based on these recommendations.



## OTHER ESG DISCLOSURE CHANNELS

- Annual report
- Notice of meeting
- AIF
- Corporate website
- CDP questionnaire
- Customer requests
- Corporate newsletter
- Corporate intranet
- Data provider questionnaires and databases (e.g. MSCI, DJSI, ISS, Vigeo Eiris, etc)



## Data collection and verification 17

### CONTENT, DATA COLLECTION AND VERIFICATION GRI 102-56, 102-46, 102-47

We review how and what we report every year, with an effort to continuously improve our reporting processes and procedures for corporate responsibility reporting.

This report focuses on the corporate responsibility issues that are of greatest importance to our stakeholders and that could have an important impact on our business.

Select key performance metrics were independently assured by PricewaterhouseCoopers LLP (PwC). PwC performed a limited assurance engagement. The results of PwC's limited assurance engagement are documented in an [assurance statement](#) available in the Responsibility section of our website.

The [Responsibility](#) section of our website is an essential component of our ESG disclosure and presents additional information on related programs, provides access to specific policies and includes links to complementary information.

We round all figures to the closest full integer in our reporting, unless otherwise specified, and all data are in international units. Unless otherwise indicated, all reported dollar amounts are in Canadian dollars.

The content of the Corporate responsibility report and all referenced info sheets have been reviewed and approved by directors and Vice Presidents who are members of the Corporate Responsibility Board, in accordance of our Certification Procedures related to ESG Disclosures.

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](http://bce.ca), on SEDAR at [sedar.com](http://sedar.com) and on EDGAR at [sec.gov](http://sec.gov).