

staying ahead in the workplace

Part of being a good corporate citizen is being a good employer. TELUS is committed to fostering a respectful and healthy workplace where team members can achieve their full potential. We are on a journey to create a workplace of choice – one that incorporates best practices in leadership, learning and development, diversity, employment equity, ethics, compensation and recognition, and corporate governance.



For TELUS, a workplace of choice means having the right values, processes, systems and technologies in place to consistently deliver business and workplace excellence. It means being committed to open, honest and transparent dialogue about our business with all our stakeholders – team members, customers, investors and the communities where we live, work and serve.

Supporting team members

TELUS is dedicated to embracing diversity and attracting and retaining the best in our industry by providing a work experience that is challenging, rewarding and respectful. We believe that critical to our collective and individual success is enabling team members to perform to a high standard by providing the right tools, the right processes and the right support. Our team members play a vital role in our success. We strive to ensure team members are treated fairly, and with dignity and respect for their skills, career goals and viewpoints.

TELUS seeks to provide workplace programs that meet the professional and personal needs of team members. Our goal is a workplace that offers new opportunities for growth and innovation, and where high performance is rewarded. We are strongly committed to high ethical standards and working together in an inclusive way.

Listening to our team

Through our Pulsecheck survey, team members can share their opinions and feedback about TELUS. Survey results are shared with team members and provide an essential tool for shaping improvements in our quality of work-life and the workplace. Although we do not have 2005 Pulsecheck results due to the extended labour disruption, we plan to resume the survey in 2006. The feedback gathered will be important as we build a future of spirited teamwork.

Labour

In November 2005 TELUS reached a collective bargaining agreement with the Telecommunications Workers Union (TWU), which represents the majority of TELUS' unionized team members across Canada. The settlement brings a positive conclusion to a complex round of collective bargaining. The ratification of the agreement on November 18, 2005, ended a four-month labour disruption that began on July 21. The new collective agreement is effective from November 20, 2005, to November 19, 2010, and covers approximately 14,000 TELUS team members.

The new collective agreement brings numerous benefits to both TELUS and its team members, such as:

- Making TELUS' unionized team members amongst the most highly paid workers in the Canadian telecommunications industry
- Balancing employment security for team members with the flexibility necessary for TELUS to be competitive in today's changing telecom industry
- Providing for wages for Alberta team members to be harmonized with similar positions in B.C. over the duration of this agreement
- Provisions for team members affected by the outsourcing of non-core functions and the consolidation of some customer service and administrative functions, including high-quality voluntary severance packages consistent with past TELUS practice, or the opportunity to be redeployed within TELUS' core operations
- Marking the beginning of a renewed and constructive union-management relationship, including the creation of a Common Interest Forum and an agreement between the parties to work together to withdraw various legal proceedings
- Settlement of a long-standing pay equity complaint for team members in British Columbia, including the establishment of a \$10 million pay equity fund by TELUS. The Canadian Human Rights Commission accepted the settlement in March 2006.

Spirited teamwork – stronger together

The labour disruption was a challenging time for everyone on the TELUS team, as well as for our customers, families and friends. We are now focused on our future and on building a community of spirited teamwork throughout TELUS. Members of the TELUS team are entering an era full of promise and opportunity – one that will be demanding at times, but that will also offer exciting growth experiences both individually and collectively.

To help achieve this goal, TELUS has created “spirited teamwork – stronger together,” a collection of activities and resources designed to help us move forward as one team. Spirited teamwork – stronger together has four main components: spirited teamwork sessions; support programs and resources; business unit activities; and individual responsibilities.

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Workforce demographics

TELUS employs almost 30,000 people. The TELUS team works primarily in Canada, except for 3,385 team members at our subsidiary TELUS International.

Group	AB	BC	ON	QC	Other ²	Total
TELUS wireline	7,481	8,170	1,270	588	11	17,520
TELUS International	0	0	0	0	3,385	3,385
TELUS wireless	980	774	3,740	1,267	170	6,931
TELUS Québec ³	0	0	0	1,983	0	1,983
Total	8,461	8,944	5,010	3,838	3,566	29,819

1 As of December 31, 2005.

2 For TELUS International, team members are mostly located in the Philippines. For TELUS wireline, other includes Manitoba (6), New Brunswick (2), and Nova Scotia (3). For TELUS wireless, other includes Manitoba (52), New Brunswick (24), Newfoundland (24), Nova Scotia (53), and Saskatchewan (17).

3 Includes TELUS Solutions d'Affairs.

	AB	BC	ON	QC	Other ²	Total
Temporary	1,518	352	207	179	3,314	5,570
Regular	6,943	8,592	4,803	3,659	252	24,249
Total	8,461	8,944	5,010	3,838	3,566	29,819

1 For year ending December 31, 2005.

2 For temporary, other includes: international (3,281), Manitoba (5), New Brunswick (7), Nova Scotia (14), Saskatchewan (1), Newfoundland (6). For regular, other includes: international (104), Manitoba (53), New Brunswick (19), Nova Scotia (42), Saskatchewan (16), Newfoundland (18).

Retention

At TELUS, we strive to be an employer of choice. This means achieving and maintaining a reputation as a preferred employer with the ability to attract, retain and motivate the TELUS team. We strive to accomplish this by creating a high-performance culture where team members can perform at their fullest potential.

Some initiatives that support retention are respectful workplace initiatives, mid and long-term incentives, market-priced base and variable compensation, and a wide array of career opportunities. With the ratification of the new collective agreement, British Columbia bargaining unit team members now also enjoy variable compensation based on achieving corporate targets.

	2005	2004	2003
Average voluntary turnover ¹	2.69%	2.24%	2.02%

1 Year-end data based on regular team members.

Union representation

TELUS team members are represented by three unions – the Telecommunications Workers Union, the Syndicat Québécois des employés de TELUS and the Syndicat des agents de maîtrise de TELUS. The number of unionized team members increased in 2005 primarily due to inclusion of the former Clearnet employees into the Telecommunications Workers Union.

Group	Bargaining unit	Management	Total	Unionized
TELUS wireline	10,262	7,258	17,520	59%
TELUS International	0	3,385	3,385	0%
TELUS wireless	2,811	4,120	6,931	41%
TELUS Québec	1,516	467	1,983	76%
Total	14,589	15,230	29,819	49%

1 As of December 31, 2005.

	A 2005	A 2004 ²	2003	2002
TELUS wireline	125	241	228	268
TELUS wireless	37	79	113	115
TELUS Québec	51	35	57	106
Total	213	355	398	489

1 Grievance/arbitration processes were suspended from April 25, 2005, to November 18, 2005, because of labour negotiations and the labour disruption.

2 Data has been restated from the 2004 corporate social responsibility report to include two cases brought forward late in 2004.

Health and safety in the workplace

We believe health and safety is a team effort and an integral part of our daily business. Every member of the TELUS team plays an important role in establishing and maintaining a safe and healthy workplace. Our health and safety policy, which is available to team members through our internal web portal, outlines our health and safety goals and the operational principles that govern our workplace. We provide quarterly updates to the Audit Committee of the Board of Directors on TELUS' health and safety policies, programs and results.

TELUS team members have the opportunity to express their concerns and feedback about safety through the health and safety committee program. TELUS has 64 health and safety committees or approximately one committee per 500 team members (for high-risk areas, the ratio is about 15 to 20 team members per committee; for low-risk environments, the ratio is higher).

All health and safety committees are comprised jointly of non-management and management members. The non-management members are selected by the union where the union represents team members and by a majority vote where the union does not represent team members. The prime duty of a health and safety committee is to expeditiously deal with workplace health and safety issues brought to its attention. There is also a policy health and safety committee that deals with global policy and unresolved issues from workplace health and safety committees. All health and safety committee members are trained in their roles and responsibilities through an internally developed and delivered training course.

Each of TELUS' legal entities has a customized approach to health and safety that includes policies, training, safety committees, website information and safety consultants. We voluntarily conduct audits of our safety practices on a regular basis to identify areas for improvement.

Safety training and communications

TELUS' health and safety program applies to all TELUS team members, although priority attention is directed to higher risk occupations within the company. In high-risk areas, safety training begins with a mandatory safety review as soon as new team members join the company.

TELUS clearly emphasizes to front-line managers and team members their responsibility for safety as they are the closest to workplace hazards. Front-line team members in TELUS' highest risk organization, TELUS Network Operations (TNO), are assigned "profiles," which outline the minimum requirements for inspections and reviews necessary for safety due diligence. The Operations Administrative Tracking System (OATS) tracks compliance with the mandated norms. OATS compliance is reviewed by senior managers regularly.

Complementing OATS is the TELUS Safety Service Delivery Model. This model has six components: training; communications; consulting; auditing; safety standards development; and hazardous occurrences investigations, inspections and audit results. Under TELUS' model, the first four items feed into the hazardous occurrences investigations and audit results, and are used to verify our safety strategy.

Safety indicators

TELUS recently introduced an online, interactive hazardous occurrence investigation reporting system. The system, which is accessible to all team members, allows for the near real-time review and tracking of the severity and frequency of safety incidents in TELUS' workplaces. Through this tracking tool, trends in hazardous occurrences are recognized earlier and prevention strategies implemented sooner, creating a safer and healthier workplace for all TELUS team members.



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In 2005, TELUS' consolidated accident frequency was 0.86 lost-time accidents per 200,000 person-hours worked. TELUS wireline (excluding TELUS Québec and wireless operations), which represents the highest safety risk exposure across TELUS due to the size of the organization, the nature of the work activities, and the number of facilities, experienced an accident frequency in 2005 of 1.03 lost-time accidents per 200,000 person-hours worked.

To improve TELUS' safety performance, key performance indicators for safety, such as training inspections and safety meetings, have been developed for each level of the organization. Progress on key performance indicators can be tracked by managers through the OATS database.

Lost-time accidents per 200,000 person-hours worked

	2005	2004	2003	2002
TELUS consolidated	0.86 A	1.1 A	1.2	1.0
Telecommunications sector in Ontario (2002) ¹	2.1	2.1	n/a	n/a
Telecommunications sector in the United States (2002) ²	1.6	1.6	n/a	n/a

- 1 Telecommunications sector results for Canada overall are not available due to provincial jurisdiction of governing bodies.
- 2 Occupational Safety & Health Administration, USA.

TELUS Network Operations was responsible for approximately 66 per cent of the lost-time accidents in 2005. TNO is the largest business unit in TELUS, with approximately 8,600 team members, and is responsible for designing, planning, building, operating and maintaining the TELUS network, as well as delivering a comprehensive and robust suite of voice, data and IP services on a national scale across all customer segments.

TELUS Network Operations set a 2005 performance target of 2.1 lost-time accidents per 200,000 person-hours worked, and performed better than the target with a rate of 1.76. The rate is a trailing metric that measures past safety efforts. TNO also has set performance targets for training and inspections (vehicle, building and worksite) to proactively identify and control workplace hazards. Because of the extended labour disruption, only one follow-up safety audit of a high-risk operation was conducted in 2005.

Absenteeism

In 2005, our absenteeism rate was 10.5 overall days lost per team member. By comparison, employees in the service-producing sector in Canada were absent an average of 9.2 days in 2005. TELUS' long-term absenteeism goal is 8.3 days per team member per year, in alignment with benchmarking results for telecommunications companies in Canada.

Overall days lost per full-time equivalent team member^{1,2}

2006 target	2005 target	A 2005	A 2004	2003	2002
10.0	10.4	10.5	10.5	10.3	11.2

- 1 Does not include TELUS wireless.
- 2 Does not include absences from July 21, 2005, to November 18, 2005, of unionized team members due to the labour disruption.

Workers' Compensation

In 2005, there were 572 Workers' Compensation Board (WCB) claims resulting in 48,843 claimed hours. While the number of claims decreased from 2004, the hours claimed increased.

WCB claims

	2005	2004
Claims	572	576
Hours	48,843	46,584

Corporate health and wellness

In 2005, the TELUS Health and Wellness team continued its focus on increasing team member health awareness by hosting three wellness expositions nationally. These expositions provided an opportunity for team members to explore a variety of health and wellness options, and to make educated decisions about their own personal wellness.

In partnership with Pfizer, TELUS facilitated four Hearts@Work sessions. These sessions offered cholesterol and blood pressure testing, as well as body mass index and waist weight ratios measurements. Medical professionals were available at these sessions to discuss individual results, and appropriate health wellness plans.

In 2005, funding was secured for the first on-site wellness centre at TELUS. This facility, scheduled for completion in 2006, will reflect the importance TELUS places on the health and well-being of its team members and provide an opportunity for team members to access a variety of wellness services at work, including massage therapy, physiotherapy and chiropractic services.

Employee assistance program (EAP) – EAP continues to support the overall TELUS wellness strategy. In addition to providing counselling services for TELUS team members and their families, the TELUS EAP has facilitated a variety of training courses, such as stress and time management and conflict resolution. EAP is playing an important role in supporting the post labour disruption engagement strategy.

Usage of employee assistance program ¹				
	A 2005	A 2004	2003	2002
Percentage of team members accessing the employee assistance program	9.8	9.6	9.9	10.6
Percentage of survey respondents rating the employee assistance program as excellent	76	80	80	79

1 Figures provided by TELUS' main Employee Assistance Program service provider.

Internal occupational health advisors – Occupational health advisors assist as team members recover following an illness or injury by providing resources and return-to-work programs. As well, ergonomic consultants ensure job tasks and work environments are designed to match human needs. In 2005, the TELUS ergonomic team trained more than 100 team members nationally. These trained team members will be able to provide proactive, on-site support for ergonomic concerns.

On-site fitness facilities – Keeping focused on the holistic benefits of exercise, TELUS offers team members 15 on-site fitness facilities in major centres, including Victoria, Vancouver, Burnaby, Edmonton, Calgary and Montreal. About 25 per cent of team members who work in these locations take advantage of the fitness facilities.

On-site group activities related to active living and spiritual and social wellness are offered at TELUS wireless offices across Canada over lunch hours or after work. TELUS wireless team members are also offered fitness club discounts.

Commitment to a respectful workplace

TELUS has always strived for a workplace where team members demonstrate respect for one another, customers and the community. It is fundamental to our values and has been imbedded in our policies and practices for many years. In 2004, TELUS renewed this focus with the launch of the Respectful Workplace Office.

During 2005, TELUS, in collaboration with our unions, developed and implemented a national Respectful Workplace policy. Under the direction of the Respectful Workplace Office, two major policy-supporting initiatives were also launched to foster a harassment-free workplace.

The first initiative was mandatory training for all team members, which commenced in the first quarter of 2005. During this training, TELUS team members facilitated a two-hour discussion of the TELUS Respectful Workplace policy and the rights and responsibilities that support an inclusive workplace. Training was delivered to 14 per cent of the TELUS team prior to the labour disruption in July, and will continue throughout 2006 to ensure that every member has the opportunity to participate in a session.

The second initiative was a milestone for TELUS. For the first time, representatives from TELUS and delegates from all three unions representing TELUS team members – the Telecommunications Workers Union, the Syndicat Québécois des employés de TELUS and the Syndicat des agents de maîtrise de TELUS – attended an intensive human rights workshop. This customized workshop was delivered by recognized industry experts, concurrently in French and English, and provided a thorough grounding on investigating and resolving workplace issues.

These initiatives, combined with the services of the Respectful Workplace Office, significantly enhance TELUS' ability to appropriately resolve internal disputes in a fair and objective manner. The office continues to oversee employment equity, diversity and workplace accommodation practices within TELUS.

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Workplace indicators

We measure the level of inclusiveness and respect within our workplace through several methods. Complaints filed by our team members with the Canadian Human Rights Commission (CHRC) identify practices that are causing concern with team members and provide an objective process for identifying or confirming the appropriateness of practices as business and societal priorities evolve.

Team member complaints filed with the Canadian Human Rights Commission				
	A 2005	A 2004	2003	2002
New	18	12	10	11
Closed	12	16	10	8
Open	14	8	12	12

The 2005 statistics clearly reflect a noticeable increase in both the new and open complaints from the previous years. New complaints received in 2005 increased by six from 2004, while the open complaints (current and previous years' complaints still in progress) have nearly doubled from last year.

As in 2004, most complaints are related to the prohibited ground of disability. All 12 new complaints received in 2005

are alleging discrimination based on disability. Eighty-six per cent (12 of the 14) of the open complaints are also based on disability.

There was a decrease in the number of closed files in 2005 compared to last year. Of the 12 complaints closed this year by the CHRC, eight are not proceeding, two have been dismissed, and two were closed as a result of settlement agreements. Ten of the 12 complaints closed in 2005 were based on disability.

A second important indicator of inclusiveness is the representation levels of the four designated groups within the workforce as defined by the Employment Equity Act.

The current workforce composition at TELUS continues to show movement toward the availability within the Canadian workforce. Representation of visible minorities increased year over year and representation of Aboriginal People is above the level of availability within the Canadian workforce. The representation levels of three groups – visible minorities, Aboriginal People and persons with disabilities – are above that of other Canadian telecommunications companies.

Workforce profile ¹						
(%)	2004 Canadian workforce availability ²	2003 Canadian workforce actual representation for telecommunications carriers ³	A 2004 TELUS actual ⁴	A 2003 TELUS actual ⁴	2002 TELUS actual ⁴	2001 TELUS actual ⁴
Women ⁵	43.2	44.9	43.7	44.0	45.5	47.6
Members of visible minorities	17.6	12.0	14.3	13.5	11.5	9.0
Aboriginal Peoples	1.4	1.3	1.8	2.1	1.9	1.5
Persons with disabilities	4.0	1.9	3.0	2.8	2.9	2.7

1 Based on data collected for reporting under the Federal Employment Equity Act. Figures for 2005 for TELUS are not available until June 2006.

2 Canadian workforce availability refers to the percentage of the designated group (i.e. members of visible minorities, Aboriginal Peoples, persons with disabilities, women) in the Canadian workforce who have the skills necessary to fill positions at TELUS based on 2001 Census data.

3 Canadian workforce actual representation for telecommunications carriers refers to the percentage of the designated group (i.e. members of visible minorities, Aboriginal Peoples, persons with disabilities, women) who are employed at telecommunications carriers in Canada.

4 TELUS actual refers to the percentage of the designated group (i.e. members of visible minorities, Aboriginal Peoples, persons with disabilities, women) who are employed at TELUS.

5 While the percentage of women in the TELUS workforce has decreased steadily since 2001 to be roughly in line with Canadian workforce availability, female representation at the Executive Leadership Team level has increased significantly over the same period (see page 37).

Employment equity and diversity practices

We believe that everyone should have access to employment opportunities based on their skills and abilities. In our efforts to ensure our workplace is inclusive and supportive of employment equity and diversity, we consistently look for improvements by analyzing the workplace indicators and listening to team member feedback. In 2005, we focused efforts on removing barriers for advancement for women at all levels of the company. While there is still room for improvement, some significant accomplishments were achieved.

All three of our female executive vice-presidents, Janet Yale, Judy Shuttleworth and Karen Radford, were named to the 2005 list of Canada's Most Powerful Women compiled by the Women's Executive Network as part of its annual Top 100 Awards. Reaching out to others in the organization, these women are sponsors of Connections – the TELUS Women's Network. Through the Connections program, women at all levels of the organization have the opportunity to pursue excellence in their careers by building a supportive network and participating in mentoring relationships.

Gender statistics – senior leadership ^{1,2}				
(%)	A 2005	A 2004	2003	2002
Executive leadership team				
Male	70.0	81.2	87.5	93.0
Female	30.0	18.8	12.5	7.0
Vice-presidents				
Male	85.7	83.0	84.0	84.8
Female	14.3	17.0	16.0	15.2

1 Based on headcount as of December 31 for each year.
 2 TELUS plans to collect external industry gender statistics for comparison purposes in our 2006 corporate social responsibility report.

In November 2005, TELUS was a major sponsor of the First Annual Women's Leadership Forum held in Calgary, Alberta. Approximately 750 women from a number of different industries attended the forum, which provided a rich learning environment for exploring personal values and strengths, sharing work and life balance practices, and enhancing their leadership capabilities.

Team member compensation

Compensation at TELUS is designed to support our high-performance culture. For management and professional team members, TELUS compensation is both market driven and performance based. We aim to pay competitively, and high performers are able to be paid above the 75th percentile. Our pay-for-performance orientation is founded upon the establishment of stretch goals set at the individual, business unit and corporate levels. Results are measured against those goals and used to determine variable pay based on performance. For most team members governed by a collective agreement, incentive pay is also available in addition to their base salary.

Gender statistics – TELUS Board of Directors ¹			
(%)	A 2005	2004	2003
Male	91.7	90.9	91.7
Female	8.3	9.1	8.3

1 Based on composition as of December 31 for each year.

Looking beyond our workplace, we strive to do business with organizations and countries known for respecting human rights and child labour laws. As a Canadian-based organization, we fully support the Canadian Human Rights Act in these matters and issue assurances about our own employment equity practices on an as-needed basis.

In all provinces, TELUS' lowest wage paid is approximately twice the provincial statutory minimum wage. In addition, team members are able to be owners in our business through the stock option/restricted share unit plan and/or the TELUS Employee Share Plan.

Total compensation and benefits ¹					
(\$ in millions)	2005	2004 ²	2003	2002	2001
Total compensation and benefits	\$1,921	\$1,938	\$1,883	\$1,996	\$1,954

1 From TELUS' 2005 annual report.
 2 Data has been restated from the 2004 corporate social responsibility report due to a change in reporting process.

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Recognizing, rewarding and sharing success

Our team members share in the success of our company through excellent compensation and benefits programs that offer choice and flexibility. Our market-based compensation for management and professional team members is aligned with high-tech companies similar to TELUS and recognizes individual contributions and competitive skills sets. To ensure our compensation remains competitive, we review compensation levels annually and on an as-needed basis.

TELUS Employee Share Plan – TELUS offers team members the opportunity to participate in an Employee Share Plan, through which they can purchase TELUS shares through regular payroll deductions. Team member contributions, up to six per cent of their salary, are matched by the company. In 2004, for every \$10 a team member invested in TELUS shares, the company contributed \$4. In 2005, the company contribution was increased to \$4.50 for team members below director level. With ownership of 6.7 million shares, or 1.91 per cent of the total outstanding shares, TELUS team members are our 10th largest shareholder group.

Percentage of eligible team members participating in TELUS Employee Share Plan

	2005	2004	2003	2002
Percentage participation	77.7%	70.9%	66.9%	66.1%

Benefits program – Our benefits program is an important part of the total rewards package at TELUS. The program is designed to encourage and support health, wellness and balance. It provides protection for health, life and disability to offer peace of mind and sufficient choice to provide flexibility and promote satisfaction.

Management and professional team members participate in a flexible benefits plan, called PLAN-IT, which allows them to tailor personal benefits plans to suit individual needs. Additional information on benefits for management and professional team members can be found online at telus.com/careers.

In December 2005, TELUS introduced a new benefits plan for unionized team members. For the first time, the plan offers choice for unionized team members to allow them to select the benefit coverage that best suits their needs.

Corporate recognition programs and tools

At TELUS, we believe that recognition is not a program but a culture – a culture dedicated to providing meaningful formal and informal recognition. It is this commitment that generates excitement about the accomplishments of our people, supports our TELUS values and aligns with our strategic intent.

Team Machine® – Through our Team Machine web-based program, team members at any level of the organization can nominate and recognize the outstanding performance, superior teamwork and extraordinary results of their colleagues who exemplify TELUS values in action.

Team members receive points for Team Machine awards that can be shared with others or exchanged for a wide range of merchandise from an online catalogue. For more informal, everyday recognition, Team Machine also offers a wide variety of corporately branded e.cards for team members to send to their colleagues who have gone the extra mile.

Career Excellence – TELUS values the commitment and contribution made by its team members throughout their careers. We believe that acknowledging the personal diversity, motivation and behavioural competencies exhibited in the daily work lives of our TELUS team members makes TELUS unique. In appreciation of our team members' personal dedication, we celebrate significant career milestones with our Career Excellence program.

TELUS team members receive career excellence recognition in five-year increments, commencing with the attainment of their first five years of service. Team members select a gift based on the level of tenure they have achieved and receive a framed and corporately branded commemorative plaque signed by the CEO to mark their milestone.

Corporate recognition spend¹

2004	\$2.5 million
2005	\$1.5 million ¹
2006 budget	\$2.3 million

¹ 2005 labour disruption affected the 2005 total spend and Team Machine nominations.

Developing the TELUS team

Investment in learning

At TELUS, customized career development plans (CCDPs) play a key role in fostering a culture where team members learn, share knowledge and develop their abilities to their fullest potential. Team members, in conjunction with their managers, create development plans that include a variety of learning activities and use different delivery technologies to enhance

their skill development and facilitate success in current and future career roles. Learning activities include on-the-job training and development, mentoring, job shadowing, online and instructor-led courses, and external training. An important aspect of the CCDP process is two-way feedback and mutual objective setting between managers and team members. In 2005, the actual amount spent on learning – \$33.2 million – was less than the targeted amount of \$41.8 million as many learning activities were postponed due to the labour disruption.

Learning investment ¹	2006 target	2005 target	A 2005	A 2004	2003	2002
Amount spent (millions)	\$46.0	\$41.8	\$33.2	\$35.4	\$32.8	\$28.3
Percentage of salaries and wages	3.0	2.40	1.97	2.14	1.98	1.66
Approximate amount spent per team member	\$1,475	\$1,565	\$1,258	\$1,370	\$1,325	\$1,097

1 Does not include TELUS International.

Formal training and development consumption

During 2005, the TELUS team completed learning and development courses sourced or developed specifically for our unique needs, both internally and through our learning partnerships. Team members, supported by their managers, continued to demonstrate a commitment to excellence through individual and career development. Our use of technology-delivered training options leverages our expertise in technology and complements our corporate strategies. This type of training continues to evolve and be increasingly embraced by the TELUS team.

Our learning curricula and content includes mandatory courses related to safety, ethics, respectful workplace and the environment. Additionally, we offer technical skills, sales, customer service and leadership education.

Formal courses completed ¹	2005
	Sessions
Instructor led	5,536
e.learning	221,331

1 Does not include informal on-job training, mentoring, special project and other initiatives, and does not include TELUS International training.

program of the year award

In May, TELUS received international recognition for leadership and development with the receipt of the Program of the Year award from SkillSoft, a leading provider of comprehensive e-learning content and technology products for business and IT professionals.

The award acknowledged two programs – the corporate leadership program and training for new team members. To be considered for the award, companies must demonstrate successful, measured results in terms of return on investment, increased usage, timeline for implementation, complexity and marketing strategy for programs.



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Leadership excellence

TELUS recognizes that leaders play a vital role in creating a workplace of choice. Our managers are supported with several innovative programs that drive best-in-class leadership practices, reinforce our high-performance culture and help drive our success.

All leadership development is based on three fundamental pillars of leadership: leading self, leading others and leading business results. This helps to ensure all development is aligned and complementary.

leadership NOW – In 2005 TELUS launched leadership NOW, a corporate-wide leadership development program targeted to high-performing, high-potential team members at every level of the organization, from front-line team members to senior managers. The program's core objectives are development, retention, performance coaching and career coaching.

Features of the program include:

- 360° and other leadership assessments
- Program-specific leadership mentoring network
- Networking and community opportunities
- Formal leadership development.

leadership NOW participation

	Alberta	BC	Ontario	Quebec	Total
Vice-presidents	8	12	13	1	34
Directors	21	29	13	4	67
Managers	82	89	27	12	210
Front-line team members	73	33	0	0	106
Total	184	163	53	17	417

The leadership NOW program is expanding in 2006. Previously focused only on developing high-potential, high-performing members of the TELUS team, the 2006 program offers initiatives intended to develop the leadership skills of all leaders.

leadership NOW will focus on three key areas:

- Development of our senior leadership team
- Development of our high-potential, high-performing leaders
- Development for all leaders at TELUS.

This program ensures the maintenance and development of a strong leadership pipeline, which is essential to our continued success at TELUS. The expansion of the leadership NOW program further enhances the leadership skills of all leaders and emerging leaders at TELUS as we continue to build a high-performance organization that is enabled through spirited teamwork.