

What matters most

ROGERS COMMUNICATIONS INC.
2014 CORPORATE SOCIAL RESPONSIBILITY REPORT



At Rogers, being a good corporate citizen is at the very heart of our business. It was a value adopted by our founder, Ted Rogers, and continues to be lived by the company today.

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About this report

The Rogers Corporate Social Responsibility (CSR) Report communicates our social, environmental and economic performance in Canada for the 2014 calendar year, focusing on what matters most to our stakeholders.

CSR Reporting Approach

To meet the information needs of our diverse stakeholders, we report on our CSR activities in three ways:

- **CSR Report:** This year-in-review highlights our CSR work for 2014 and the progress we've made to address [our top material issues](#) identified through [stakeholder engagement](#). The report is available online as a downloadable PDF.
- **GRI Index:** Our [GRI Index](#), available online separately as a downloadable PDF, allows stakeholders to easily locate information about how we are addressing topics and requirements contained in the G4 Global Reporting Initiative (GRI) Sustainability Reporting Guidelines.
- **CSR Website:** Our CSR Website (rogers.com/csr) communicates our ongoing policies, programs and practices related to our material issues. Here, stakeholders can go deeper on topics of interest, access a [Glossary of Terms](#) used throughout our report, read featured stories, download past CSR reports, and more.

Use of GRI Sustainability Reporting Guidelines

To enhance our CSR reporting, this year Rogers transitioned to using the new G4 Sustainability Reporting Guidelines of the Global Reporting Initiative. We self-declare that our 2014 CSR report has been prepared in accordance with the G4 core reporting requirements. Download our [2014 GRI Index](#).

Data Measurement

Rogers is responsible for the collection and presentation of information provided in this report. Every effort was made to ensure that all content is accurate and authenticated by internal subject experts and reviewed by management. All monetary amounts are in Canadian dollars. Any restatements from the previous report are described in data footnotes.

External Assurance

For the third consecutive year, Rogers engaged KPMG LLP (KPMG) to provide limited assurance over selected information contained in the CSR Report, in addition to the audit of Rogers' consolidated financial statements. KPMG's 2014 assurance report on selected performance indicators can be found on page 4 of this report and KPMG's audit report on Rogers' 2014 consolidated financial statements can be found on page 87 of [Rogers' 2014 Annual Report](#).

KPMG has also provided assurance over selected information in previous years. KPMG's assurance reports can be found on page 84 of Rogers 2012 CSR Report and page 4 of Rogers 2013 CSR Report which are available [here](#).

Help Us Improve

We encourage your ideas and comments to help us improve our CSR reporting. Email us at csr@rci.rogers.com

Symbol Key

Assurance

- Data assured by KPMG in 2014

Goals and targets

- ✓ Achieved
- ✗ Missed



Independent Limited Assurance Report to Rogers Communications Inc.

We have been engaged by the management of Rogers Communications Inc. (Rogers) to undertake a limited assurance engagement, in respect of the year ended December 31, 2014, on certain quantitative performance information disclosed in the 2014 Corporate Social Responsibility Report (the Report) as described below.

Selected Indicators

The scope of our limited assurance engagement, as agreed with management, comprises the following Selected Corporate Social Responsibility (CSR) Indicators and Selected Greenhouse Gas (GHG) Indicators (collectively, the 'Selected Indicators').

Selected CSR Indicators

Governance

- Employees trained on Rogers Business Conduct Guidelines (%)

Customers

- Customer retention – prepaid and postpaid wireless monthly churn rate (%)
- Accepted complaints made to the Commissioner for Complaints for Telecommunications Services (number)
- Complaints reported to Rogers Office of the Ombudsman (number)
- Devices collected and processed for reuse and recycling (number)
- Complaints resolved by the Rogers Office of the Ombudsman in less than 60 days (%)
- Capital expenditures (\$)

Employees

- Employee engagement score (%)
- Voluntary turnover rate (%)
- Employee participation rate in the biannual R10 employee survey (%)
- Women employees overall and in senior manager roles (%)
- Visible minority employees overall and in senior manager roles (%)
- Aboriginal employees overall and in senior manager roles (%)
- Persons with disabilities overall and in senior manager roles (%)
- bWell Ambassadors (number)

Environment

- Direct and indirect energy use (GJ)
- Paper usage (tonnes)
- Customers who receive e-bills (%)

Community

- Community investment – cash (\$)
- Volunteer hours (number)
- Community investment – in-kind (\$)
- Employee volunteers (number)
- Pre-tax profits donated (%)


Economy & Society

- Economic value distributed (\$)
- Income taxes paid (\$)
- Political donations (\$)

Selected GHG Indicators

Environment

- Scope 1 and 2 GHG emissions (tonnes CO₂e)

The Selected Indicators, contained within the Report and denoted by the symbol , have been determined by management on the basis of Rogers' assessment of the material issues contributing to Rogers' CSR and GHG performance and most relevant to their stakeholders.

There are no mandatory requirements for the preparation, publication or review of CSR performance metrics. As such, Rogers applies its own internal reporting guidelines and definitions for CSR reporting in preparing the Selected CSR Indicators which can be found in the Glossary of Terms located [online](#).

The Selected GHG Indicators contained within the Report have been prepared by management in accordance with the World Resources Institute/World Business Council for Sustainable Development Greenhouse Gas Protocol (the GHG Protocol).

Management's responsibilities

Management is responsible for the preparation and presentation of the Report in accordance with Rogers' internal reporting guidelines and definitions for CSR reporting for the Selected

External assurance statement

Continued

CSR Indicators and in accordance with the GHG Protocol for the Selected GHG Indicators, current as at the date of our report. Management has chosen to prepare the Report in accordance with the Global Reporting Initiative's G4 Sustainability Reporting Guidelines. Information on management's approach to CSR reporting can be found in the section 'About this Report' on page 3 of the Report. Management is also responsible for the identification of stakeholders and material issues, for determining Rogers' objectives in respect of sustainable development performance and reporting, and for establishing and maintaining appropriate performance management and internal control systems from which the reported performance information is derived.

Our responsibility

Our responsibility in relation to the Selected Indicators is to perform a limited assurance engagement and to express a conclusion based on the work performed. We conducted our engagement in accordance with International Standard on Assurance Engagements 3000 *Assurance Engagements other than Audits or Reviews of Historical Financial Information* (ISAE 3000), issued by the International Auditing and Assurance Standards Board and ISO 14064-Part 3 Specification with Guidance for the Validation and Verification of Greenhouse Gas Assertions. ISAE 3000 and ISO 14064-3 require that we comply with applicable ethical requirements, including independence requirements.

We have not been engaged in respect of and our conclusion does not cover any periods prior to the year ended December 31, 2014.

Assurance approach

We planned and performed our work to obtain all the evidence, information and explanations we considered necessary in order to form our conclusions as set out above. A limited assurance engagement consists of making inquiries, primarily of persons responsible for the preparation of the Selected Indicators, and applying analytical and other evidence gathering procedures to the Selected Indicators, as appropriate. Our procedures included:

- Inquiries of management to gain an understanding of Rogers' processes for determining the material issues for Rogers' key stakeholder groups;
- Inquiries with relevant staff at the corporate and business unit level to understand the data collection and reporting processes for the Selected Indicators;
- Where relevant, performing walkthroughs to test the design of internal controls relating to data collection and reporting of the Selected Indicators;
- Comparing the reported data for the Selected Indicators to underlying data sources;
- Inquiries of management regarding key assumptions and where relevant, the re-performance of calculations; and,
- Reviewing the Selected Indicators presented in the Report to determine whether they are consistent with our overall knowledge of, and experience with, the CSR and GHG performance of Rogers.

The extent of evidence gathering procedures performed in a limited assurance engagement is less than that for a reasonable assurance engagement, and therefore a lower level of assurance is obtained.

External assurance statement

Continued

Our assurance report is provided solely to Rogers in accordance with the terms of our engagement. Our work has been undertaken so that we might report to Rogers on those matters we have been engaged to report upon in this assurance report, and for no other purpose. We do not accept or assume responsibility to anyone other than Rogers for our work, for this assurance report, or for the conclusions we have reached.

Inherent Limitations

Non-financial information, such as that included in the Report, is subject to more inherent limitations than financial information, given the characteristics of significant elements of the subject matter and the availability and relative precision of methods used for determining both qualitative and quantitative information. The absence of a significant body of established practice on which to draw allows for the selection of different but acceptable measurement techniques which can result in materially different measurements and can impact comparability. The nature and methods used to determine such information, as described in management's internally developed criteria, may change over time, and it is important to read Rogers' reporting methodology available in the Glossary of Terms [online](#).

Independence and competence

In conducting our engagement we have complied with the independence and other ethical requirements of the IFAC Code of Ethics for Professional Accountants and of ISO 14064-3.

The engagement was conducted by a multidisciplinary team which included professionals with suitable experience in both assurance and in the applicable subject matter including environmental, greenhouse gas, social, governance and financial aspects.

Our conclusion

Based on the procedures performed, as described above, nothing has come to our attention that causes us to believe that the Selected CSR Indicators for the year ended December 31, 2014, as identified above and disclosed in the 2014 Corporate Social Responsibility Report, have not been prepared and presented, in all material respects, in accordance with Rogers' internal reporting guidelines and definitions for CSR reporting, or that the Selected GHG Indicators for the year ended December 31, 2014, as identified above and disclosed in the 2014 Corporate Responsibility Report, have not been prepared and presented, in all material respects, in accordance with the World Resources Institute/World Business Council for Sustainable Development Greenhouse Gas Protocol, as at the date of our report.



Chartered Professional Accountants,
Licensed Public Accountants
May 26, 2015
Toronto, Canada

A message from our President and CEO



It's been a tremendous year of change for our company. In May 2014, we announced our new Rogers 3.0 strategy, which was the culmination of an exhaustive "Listening Tour" I conducted across the country in early 2014. It has focused our efforts on what matters to us most as a company – taking care of our customers and our people.

With the Rogers 3.0 plan, we reorganized the company around the customer in order to improve their experience and the products they use. We brought all our customer-facing teams together under one leadership reporting directly to me. We made improvements to our customer service, which has already resulted in reduced customer complaints (a 31.5% decline over the previous year) to the Commissioner for Complaints for Telecommunications Services.

We're also reinvesting in our employees. We want to ensure they stay at Rogers, are happy and developing, and have the tools they need to do their job. In this report you will see some examples of what we've done to improve the employee experience in 2014, including launching new learning programs and reinvigorating our diversity and inclusion strategy. We continue with this focus in 2015.

Also integral to our Rogers 3.0 plan is our goal of being a solid Canadian growth company. We can't do that without considering all aspects of Rogers, from our environmental performance to the way we interact with and support our communities. We still have work to do on reducing our energy usage, but I am pleased to report that our Scope 1 and Scope 2 greenhouse gas (GHG) emissions decreased by 2.8%, bringing us closer to our target of a 25% reduction in GHG emissions from 2011 levels by 2025. We also expanded our Get Up & Get Green office waste program, improving our sorting capabilities in order to divert more office waste from landfill.

Over the last year we've invested \$70.8 million in community programs both through cash and in-kind giving. We also continue to see an increase in the number of people who have signed up for Connected for Success, our broadband offering for low income families in partnership with Toronto Community Housing.

This report highlights our successes as well as areas we need to improve in our sustainability performance. I hope you enjoy the read and stay with us as we continue on our journey.

A handwritten signature in black ink that reads "Guy Laurence". The signature is fluid and cursive, with a horizontal line underneath the name.

GUY LAURENCE
President and Chief Executive Officer
Rogers Communications Inc.

"At the very heart of Rogers is an unrivaled spirit to innovate and to deliver a great experience for our customers, our employees and the communities where we live."

CSR at Rogers



CSR at Rogers

We work every day to bring a brilliant digital future into the hands and homes of Canadians. We play a vital role in society so we have an important responsibility to develop sustainable solutions that improve our lives, and make the world around us better.

Being a good corporate citizen is at the very heart of Rogers. We are committed to providing innovative products and services while operating as a responsible company, ensuring we conduct our activities in an ethical, transparent way and create real value for society. This helps us build strong relationships with our stakeholders.

Ways we manage and continually improve our CSR performance include:

- Embedding CSR into our values, policies (e.g. [Rogers Business Conduct Policy](#)) and structures (e.g. the Board of Directors' Corporate Governance Committee, and our internal CSR Governance Committee).
- Maintaining robust programs and practices, and constantly introducing new ones, to apply social and environmental stewardship throughout our daily operations and to our supply chain and communities.
- Consulting with our stakeholders throughout the year, as well as conducting an annual materiality process, so we can understand and address their evolving issues and expectations (see the Stakeholder engagement and Our material issues sections).
- Abiding by all applicable labour, environmental and other regulations.



CSR and our business strategy

In May 2014, we announced our new set of strategic business priorities called Rogers 3.0. This strategy was developed following our President and CEO Guy Laurence's Listening Tour in which he gathered feedback from thousands of customers, employees, shareholders and other stakeholders.

Rogers 3.0 builds on our many strengths, including a unique mix of network and media assets, and focuses on how we can reaccelerate our growth relative to our industry peers, increase the focus around the customer, reinvigorate our brands, continue our network and innovation leadership, and empower our employees.

To achieve these goals, Rogers has the following seven strategic priorities:



This new business strategy guides and enhances our CSR approach – helping us build an even more accountable, responsible and sustainable company. While some priorities may not appear to have an obvious connection to CSR, we believe CSR is intrinsic to delivering upon all of these promises. To be a successful Canadian growth company, improve our customer service, develop the best networks and invest in our people, we must embrace the spirit of sustainability in everything we do. From our environmental performance to community investment, supply chain management and employee practices, a sustainability focus leads us to being a better company for our stakeholders, now and for the future.

Stakeholder engagement

We have many stakeholders, including customers, employees, suppliers, environmental groups, community members, non-profit organizations, all levels of government, industry and trade associations, media, shareholders and investors. These are our main stakeholders because some are directly or indirectly affected by our business activities, while others have an interest in what we do and our specific views.

We have an open-door approach, listening and talking to our stakeholders to better understand their views, priorities and concerns. We tailor our engagement channels to each group, providing ample and convenient ways to communicate with us. The feedback we receive from our diverse stakeholders serves as the baseline for identifying and monitoring our material issues, and drives our CSR strategy and reporting.

Listening Tour Allows CEO to Hear What Matters Most

"Priority one as I settled into the CEO role was to undertake extensive information gathering and begin building the foundations for our new strategy. I spent much of the first three months of 2014 crisscrossing the country meeting with and listening to employees, customers and external stakeholders, including suppliers, regulators, politicians and investors.

People were eager to speak, and this Listening Tour gave me an opportunity to hear the views of many stakeholders. There were many positives. We have enviable assets such as broadband networks, spectrum holdings, great media content, a motivated and innovative workforce, a strong balance sheet and cash flow, and a track record of growing shareholder returns.

I also listened as people described our challenges. I heard that our customer service needed to be improved, that we lacked a clear vision and accountabilities were often missing within the organization, that our go-to-market discipline was wanting, product differentiation was not compelling, brand identities and advertising weren't as clear and effective as they could be, and employee training and tools needed to be enhanced.

The thousands of ideas and suggestions gained from this Listening Tour were then distilled down to form the overarching priorities that I finalized and shared with Rogers' Board of Directors late in the spring. Rogers 3.0 is a multiyear plan that will significantly enhance customer experience, simplify and increase accountability across the business, improve our agility, and reaccelerate growth in revenue and cash flows relative to our competitors."

Guy Laurence

President and Chief Executive Officer

| STAKEHOLDER GROUP | WAYS WE ENGAGED IN 2014 | KEY TOPICS RAISED IN 2014 | ASSOCIATED MATERIAL ISSUE |
|---|--|---|---|
| Customers | <ul style="list-style-type: none"> • CEO Listening Tour • Customer Measurement Program • Daily interactions via stores, call centres and online (live chats, social media channels) • Office of the Ombudsman • Problem resolution process | Level of service (e.g., wait times, employee effectiveness, problem resolution) | Customer service and transparency |
| | | Customer transparency and clarity (e.g., billing, contracts, marketing) | Customer service and transparency |
| | | Network reliability | Network leadership and innovation |
| | | Product innovation, network investments | Network leadership and innovation |
| | | Product take-back | Product responsibility |
| | | Accessibility | Product responsibility |
| | | Privacy, data security | Customer privacy |
| Employees | <ul style="list-style-type: none"> • CEO Listening Tour • R10 engagement survey • Manager/staff meetings • Online chats with executives • Town halls and online forums • Rogers STAR Hotline | Training, development, ongoing Internal mobility, career progression | Talent management |
| | | Opportunities for collaboration | Talent management |
| | | Employment security, flexibility | Talent management |
| | | Tools and training to help serve customers | Customer service and transparency |
| | | Attractive compensation and benefits | Talent management |
| | | Quality of workspace, conditions | Employee health, safety and wellness |
| | | Safety performance | Employee health, safety and wellness |
| | | Diversity | Diversity and inclusion |
| | | Opportunities to be socially and environmentally responsible | Community giving Energy use and climate change Waste and recycling Paper reduction |
| Environmental groups | <ul style="list-style-type: none"> • Meetings with environmental consultants and groups • Employee participation and awareness • Memberships | Climate change mitigation strategies and results | Energy use and climate change |
| | | Electronic and office waste management | Waste and recycling |
| | | Paper reduction | Paper reduction |
| Local communities and Non-profits | <ul style="list-style-type: none"> • Partnerships and outreach • Sponsorships • Employee volunteerism • Memberships • Community consultations | Community investment | Community giving |
| | | Employee giving and volunteerism | Community giving |
| | | Cause alignment to company's goals | Community giving Digital inclusion |
| | | Media partnerships and support | Community giving |
| | | Access to broadband | Digital inclusion |
| | | Cell tower siting | Network leadership and innovation |
| Suppliers | <ul style="list-style-type: none"> • RFP, RFI processes • Interactions with Rogers procurement team • Site visits to supplier factories and offices • New supplier survey | Transparent supplier selection | Supply chain management (online) |
| | | Supply chain risk assessment | Supply chain management |
| | | Ethical sourcing | Supply chain management |
| Government, Non-Governmental Organizations, Associations and Media | <ul style="list-style-type: none"> • Dialogue with government officials and regulators • Participation in Canadian Radio-television and Telecommunications Commission (CRTC) hearings and public consultations • Dialogue with NGOs • Industry association memberships • Conferences and forums • Media outreach and relations | Consumer issues related to the future of television in Canada | Public policy |
| | | Public policy positions, lobbying, political contributions | Public policy |
| | | Governance, business ethics, regulatory compliance | Governance and ethics Public policy |
| | | Economic impacts and contributions (e.g., job creation, taxes paid) | Economic performance |
| | | Access to broadband | Digital inclusion |
| | | Efforts to avoid conflict minerals | Supply chain management |
| | | | |
| Shareholders | <ul style="list-style-type: none"> • CEO Listening Tour • Investor calls and events • Meetings/feedback sessions with mainstream and socially responsible investor groups • Surveys, consultations | Return on investment | Economic performance |
| | | Long-term, sustainable growth | Economic performance |
| | | Sound corporate governance | Governance and ethics |
| | | CSR management and reporting | Governance and ethics |

Our material issues

During the year, we undertook a more rigorous materiality process in line with the G4 guidelines. This helped us to identify, prioritize and validate the current CSR issues that matter most to our stakeholders and our company, in each of our six CSR pillars: Good Governance, Customer Experience, Employee Experience, Environmental Responsibility, Community Investment, and Economy and Society.

Step 1: Identification

We populated a long list of relevant CSR issues by:

- Reviewing stakeholder feedback from our Customer Measurement Program, employee engagement survey, investor calls and other engagement channels.
- Considering what is integral to a communications and media company operating in Canada, including our relationships with stakeholders, risks and the competitive and regulatory landscape.
- Considering the topics covered by the Global Reporting Initiative framework and other international guidelines and norms.
- Seeking feedback on our 2013 CSR Report.

Step 2: Prioritization

- Our issue identification process resulted in a comprehensive list of topics, which our CSR Governance Committee reviewed and prioritized on a 1-5 scale. Topics were assessed based on the following: the significance of our organization's economic, environmental and social impacts; and the influence on stakeholder assessments and decisions.
- Based on the prioritization scoring, we made the final short list of 16 material topics. These appear in the accompanying Materiality Matrix, mapped by level of significance. Some of our material issues from 2013 have been updated, amalgamated or incorporated into a subsection of a different material issue. Topics that did not make the report short list, but we felt would still be of relevance to our stakeholders, have been included either in our [GRI Index](#) or on our [CSR Website](#).

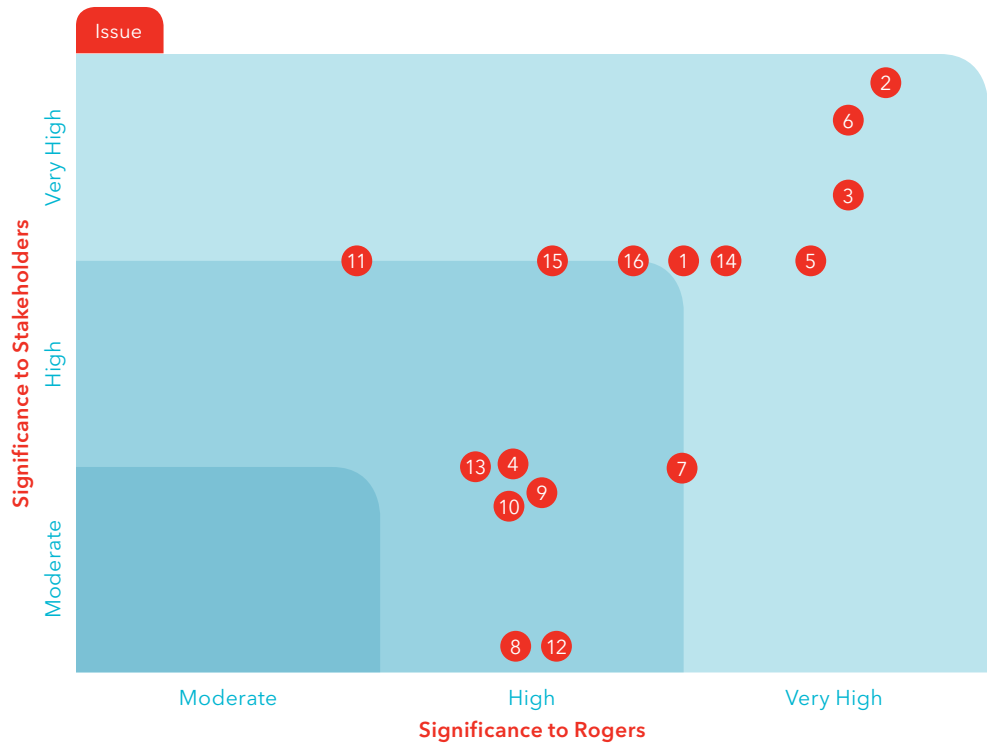
Step 3: Validation

- Our CSR Governance Committee approved the final list of material topics. These provided the framework for this report, and we discuss how Rogers is addressing each. We have made an effort to select measurable and meaningful key performance indicators (KPIs) and objectives for each material issue to track our progress.
- The final CSR report was also reviewed and approved by the CSR Governance Committee, and our Disclosure Committee.

Step 4: Review

- In preparation for our next reporting cycle, we will review the issues considered material for this reporting period. We welcome feedback from our readers on issues they would like to see included in future reporting.

- 1 Governance and ethics
- 2 Customer service and transparency
- 3 Network leadership and innovation
- 4 Product responsibility
- 5 Customer privacy
- 6 Talent management
- 7 Diversity and inclusion
- 8 Employee health, safety and wellness
- 9 Energy use and climate change
- 10 Paper reduction
- 11 Waste and recycling
- 12 Community giving
- 13 Digital inclusion
- 14 Economic performance
- 15 Supply chain management
- 16 Public policy



Boundary

The key performance indicators included in our 2014 CSR Report are related to Rogers Communications and its subsidiaries. However, we recognize that the impact of our activities extend beyond our direct operational control. We have indicated in the table below where we believe the impacts of our operations occur either within Rogers itself and/or external to our organization.

| Issue | Boundary |
|--------------------------------------|------------------------------|
| Governance and ethics | Rogers |
| Customer service and transparency | Rogers, Customers |
| Network leadership and innovation | Rogers, Suppliers |
| Product responsibility | Rogers, Suppliers |
| Customer privacy | Rogers, Customers |
| Talent management | Rogers |
| Diversity and inclusion | Rogers |
| Employee health, safety and wellness | Rogers, Suppliers |
| Community giving | Rogers |
| Digital inclusion | Rogers, Suppliers |
| Energy use and climate change | Rogers, Suppliers, Customers |
| Paper reduction | Rogers, Customers, Suppliers |
| Waste and recycling | Rogers, Customers, Suppliers |
| Economic impacts | Rogers, Government |
| Supply chain management | Rogers, Suppliers |
| Public policy | Rogers, Government |



More online:

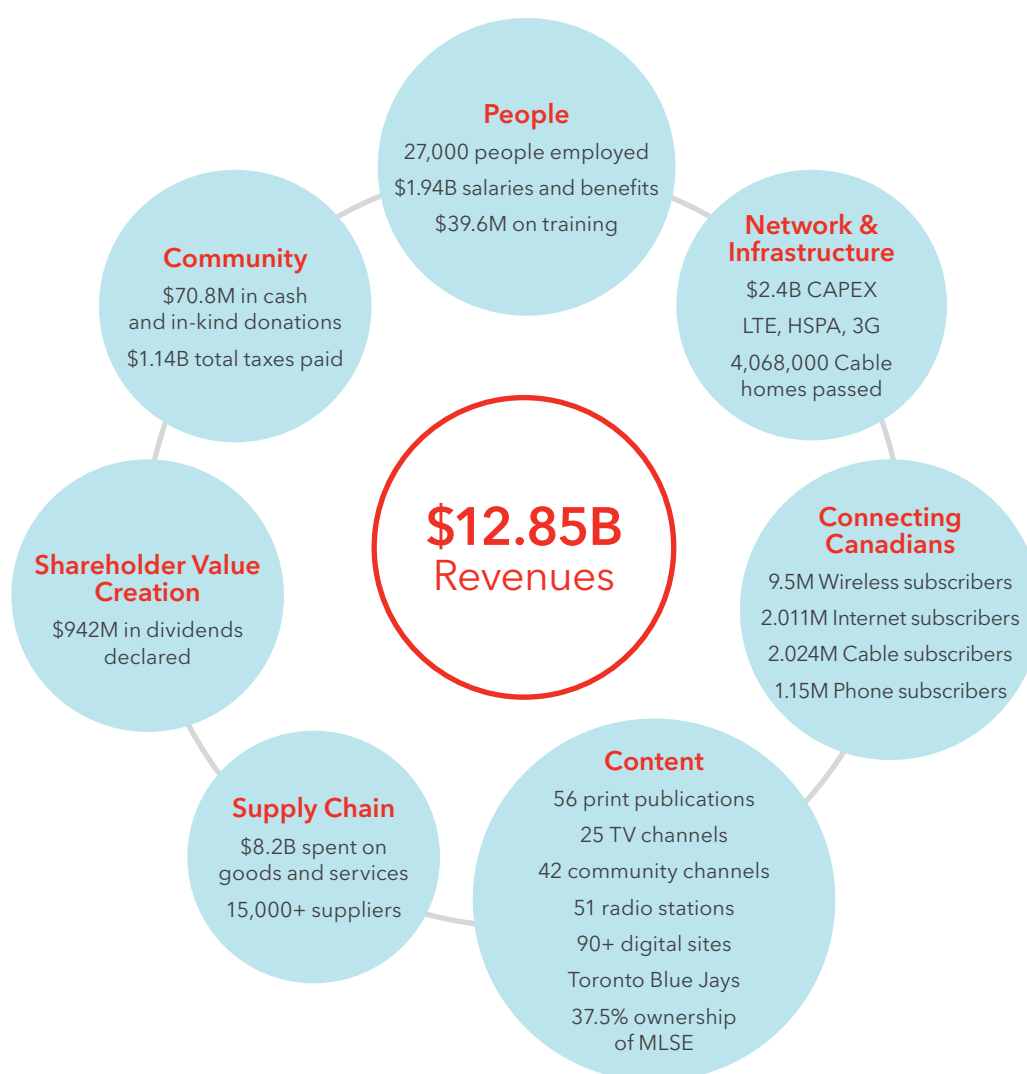
+ [2014 Annual Report](#)

+ [Awards](#)

+ [Memberships](#)

Mapping our Value Chain

Below is a snapshot of our entire value chain, which includes our employees, customers, supply chain and communities where we operate. This high-level mapping allows us – and our stakeholders – to see the key inputs (for our products, services and operations) and outputs of our business, along with the impacts at each stage in the process. This mapping also demonstrates the interconnectedness of our value chain.



Good governance



Good governance

Our organizational structures, policies and controls support good governance at Rogers and provide an ethical and accountable foundation for how we do business at all times.

Highlights this year



27%
women on Board as of
December 31, 2014



97.61%
of Rogers employees trained on
Rogers Business Conduct Policy



27 KPIs
assured Key Performance
Indicators for this report

Our progress at a glance

✓ Achieved ✗ Not Achieved

| DESCRIPTION | 2014 | PROGRESS | RESULTS & COMMENTARY | 2015 |
|---|---------------------------------|----------|--|--|
| | OBJECTIVES | | | OBJECTIVES |
| Material Issue: Governance & Ethics | | | | |
| Percentage of employees trained on Rogers Business Conduct Policy | 95% | ✓ | 97.61%🔄 | 95% |
| Number of material KPIs independently assured for this report | Increase number of assured KPIs | ✓ | Increased to 27 independently assured KPIs from 25 in 2013 and 20 in 2012. | Continue to ensure assured indicators align with material issues |

⚙️ Independently assured in 2014.

Governance and ethics

Why It's Material

Effective governance is a fundamental part of our proper functioning.

Responsible behaviour by everyone at Rogers is paramount to earning and maintaining stakeholder trust and meeting appropriate standards of integrity.


Management Approach

We uphold the highest standards of integrity, ethical behaviour and good corporate citizenship, underpinned by guidelines and policies that govern the actions of our directors and employees and promote responsible conduct in everything we do.

Rogers is a family-founded, family-controlled company. We take pride in our proactive and disciplined approach to ensuring that our governance structure and practices instill the confidence of our shareholders and other stakeholders. We have adopted many best practices for effective governance, including separation of CEO and chairman roles, independent lead director, director share ownership guidelines, Board education sessions and more as detailed on our investor relations website.


The Board has overall responsibility for risk governance and oversees management in identifying the principal risks we face in our business and implementing appropriate assessment processes to manage them. The Board delegates certain responsibilities to its seven standing committees to ensure proper oversight and accountability.

Our performance trends

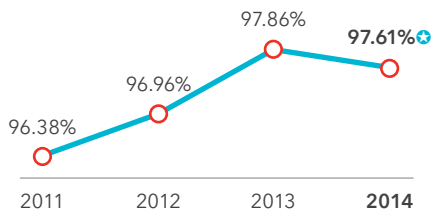
| | 2014 | 2013 | 2012 | 2011 |
|--|--|--------|--------|--------|
| Female representation on the Board of Directors | 27% | 24% | 24% | 22% |
| Percentage of employees trained on Rogers Business Conduct Policy ¹ | 97.61%  | 97.86% | 96.96% | 96.38% |
| Number of material KPIs independently assured for this report ² | 27 | 25 | 20 | n/a |

¹ Percentages prior to 2014 year reflect reporting cycle of September 30. As of 2014, the percentage of employees trained on Rogers Business Conduct Policy will be reported as of December 31.

² External assurance began in 2012. The new KPIs assured for our 2014 report are political donations, accepted complaints made to The Commissioner for Complaints for Telecommunications Services.

 Independently assured in 2014.

**Percentage of employees trained on
Rogers Business Conduct Policy**
Trend Line



Corporate Governance and Conduct

Rogers is strongly committed to sound corporate governance. For example, the [Rogers Business Conduct Policy](#) define the high standards of business conduct, integrity and ethical behaviour we expect of our employees and members of the Board of Directors in their dealings with each other and all Rogers stakeholders. The Policy provide examples of appropriate and inappropriate behaviour when conducting business on behalf of the company.

Rogers employees must review, understand and fully comply at all times with the Business Conduct Policy, as well as complete annual online training to refresh their knowledge. We carefully monitor training completion rates and have an annual target of 95%, with the results reported to our Executive Leadership Team every year.

- In 2014, 97.61%* of our workforce, including 100% of executives and Finance employees completed this annual training.
- Last year, the training became mandatory for all members of our Board of Directors, who must also abide by a separate [Directors Code of Conduct and Ethics](#).
- Last year, we also performed audits to verify that our employees are compliant with the policy.

Rogers is committed to leadership diversity, which we believe positively contributes to corporate performance. As of December 31, 2014, we had 27% female representation on the Board of Directors, slightly above the call to action made by Catalyst for public companies to have 25% or more women on their boards. In 2015, our female representation on the Board of Directors further increased to 33% with the addition of a new Board member.

Management Oversight of CSR

A CSR Governance Committee, comprising senior leaders from relevant business units, oversees Rogers' CSR approach, performance and progress. In 2014, the committee:

- Met twice to oversee and guide CSR performance.
- Reviewed progress made during the final year of our three-year plan to enhance our CSR reporting.
- Engaged KPMG to provide independent assurance on 27 KPIs, up from 25 in 2013, aligned to our material issues. KPIs help us measure our annual and year-over-year performance, and third-party assurance demonstrates our commitment to transparency and data integrity.

Anti-Corruption

Rigorous prevention of corruption, including bribery, extortion and fraud, is part of our overall approach to managing all of our activities in an ethical and responsible manner. This extends from our workplace to our supply chain and other dealings. Here are highlights:

- We have anti-corruption and bribery guidelines that apply to every aspect of our operations.
- Annual training on the Rogers Business Conduct Policy educates and reminds employees of our position and zero-tolerance approach to corruption.
- Departments such as Corporate Investigations, Internal Audit, Fraud Management and Retail Loss Prevention are involved in helping to prevent and detect various types of fraud and misconduct at Rogers.
- We continue to maintain a whistleblower program, the Rogers STAR Hotline. Employees are encouraged to report any suspected business, ethical or financial misconduct to the hotline. To ensure anonymity, an independent service provider confidentially handles every contact with Rogers STAR Hotline. Management investigates all reported incidents, regardless of the employee's status.

Risk Management

We are committed to continually strengthening our risk management capabilities to protect and enhance shareholder value. Our Enterprise Risk Management program uses the "Three Lines of Defence" framework to identify, assess, manage, monitor and communicate risks:

- The Executive Leadership Team with its associated business units and departments is the first line of defence, identifying and assessing key risks and defining controls and action plans to minimize these risks to enhance our ability to meet our business objectives. Management within the business units and departments is responsible for maintaining effective controls on a day-to-day basis to reduce risks to an acceptable level.
- Enterprise Risk Management is the second line of defence. As part of their role, Enterprise Risk Management supports the Executive Leadership Team to identify the organization's risk appetite, identify emerging risks and monitor the adequacy and effectiveness of the controls to reduce risks to an acceptable level. Enterprise Risk Management carries out an annual strategic risk assessment to identify our principal risks and their potential impact on our ability to achieve our business objectives.
- Internal Audit is the third line of defence. Internal Audit evaluates the design and operational effectiveness of the governance program, internal controls and risk management. Risks, controls and mitigation plans identified through this process are incorporated into the annual Internal Audit plan. Annually, Internal Audit also facilitates and monitors management's completion of the financial fraud risk assessment to identify areas of potential fraud in our financial statements and to ensure these controls are designed and operating effectively.

**More online:**

- + [Statement of Corporate Governance Practices](#)
- + [Directors Code of Conduct](#)
- + [Rogers Business Conduct Policy](#)
- + [2014 Annual Report](#)
- + [2015 Information Circular](#)

Customer experience



Customer experience

Improving the customer experience is core to our new Rogers 3.0 strategy. We believe that we can improve significantly in this area and have started on that journey. Our goal is to make it easy for customers to deal with Rogers when, how and where they want.

Highlights this year

 **31.5%**

reduction in number of customer complaints with the Commissioner for Complaints for Telecommunications Services

84% LTE

Canadian population covered by our LTE network (as of December 31, 2014)

 **72,568**
devices

collected for reuse and recycling, diverting waste from landfills

Our progress at a glance

✓ Achieved ✗ Not Achieved

| DESCRIPTION | 2014 | PROGRESS | RESULTS & COMMENTARY | 2015 |
|---|--|----------|--|--|
| | OBJECTIVES | | | OBJECTIVES |
| Material Issue: Customer Service and Transparency | | | | |
| Customer retention – wireless monthly churn rate (postpaid and prepaid) | Reduce churn rate | ✗ | Postpaid churn increased slightly to 1.27%🔒, from 1.24% in 2013 | Reduce churn rate |
| | | ✓ | Prepaid churn decreased to 3.42%🔒, from 3.85% in 2013 | |
| Percentage of complaints resolved by Rogers Ombudsman within 60 days | 100% | ✗ | 90%🔒 | 100% |
| Material Issue: Network Leadership and Innovation | | | | |
| Capital expenditure (in millions) | Invest in growing network infrastructure | ✓ | Invested \$2.4 billion🔒, of which \$1.5 billion was for expanding our network infrastructure | Continue to invest in our growing network infrastructure |
| LTE network coverage | Increase percentage of Canadian population covered by our LTE network | ✓ | Approximately 84% coverage, up from 73% in 2013 | Continue to invest in our LTE network |
| Material Issue: Product Responsibility | | | | |
| Devices collected and processed for reuse and recycling | Increase the number of used electronic devices collected for reuse and recycling | ✓ | 72,568🔒 devices collected, a 25.8% increase from 2013 | Increase the number of devices collected for reuse and recycling |
| Material Issue: Customer Privacy | | | | |
| Well-founded privacy complaints with the federal Office of the Privacy Commissioner | None | ✓ | None | None |

 Independently assured in 2014.

Customer service and transparency

Why It's Material

We exist to serve our customers and without good customer service, we can't succeed as a company.

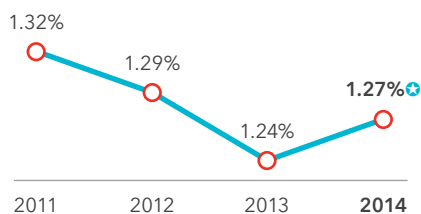
Management Approach

To foster customer and brand loyalty, we strive to serve our customers better. While our customers commend us for our products and innovation, we would be the first to admit that we haven't consistently met their expectations for excellent service.

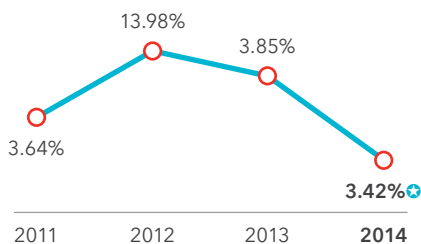
That is why customer service is a core pillar of our Rogers 3.0 strategy. We are committed to an improved customer experience and have started the journey to do so. We have brought our customer experience functions including customer care call centres, field operations and online channels together as one team reporting to the newly created position of Chief Customer Officer who reports directly to our CEO. This new team has redefined our customer experience strategy and reset performance expectations, and is currently implementing the plan and measuring progress.

Our retail channels are also making significant steps to improving our customer service under the direction of our President, Consumer Business Unit.

Wireless monthly churn rate (postpaid)
Trend Line



Wireless monthly churn rate (prepaid)
Trend Line



Our performance trends

| | 2014 | 2013 | 2012 | 2011 |
|---|--------------------|-------|-------|------------------|
| Customer retention - wireless monthly churn rate (postpaid) | 1.27% ⁺ | 1.24% | 1.29% | 1.32% |
| Customer retention - wireless monthly churn rate (prepaid) | 3.42% ⁺ | 3.85% | 3.98% | 3.64% |
| Complaints reported to Rogers Office of the Ombudsman | 4,013 ⁺ | 3,370 | 2,468 | 2,762 |
| Percentage of complaints resolved by Rogers Ombudsman within 60 days | 90% ⁺ | 97% | 99% | n/a ¹ |
| Accepted complaints made to the Commissioner for Complaints for Telecommunications Services (CCTS) ² | 3,284 ⁺ | 4,711 | 3,705 | 2,012 |

¹ Indicator introduced in 2012.

² Complaints measured from August 1 to July 31. Includes Fido and Rogers complaints.

⁺ Independently assured in 2014.

Customer service and transparency

Continued

"We've neglected our customers for a period of time and are serious about fixing that. The Rogers 3.0 plan we've laid out is aimed at radically improving their experience by putting customers first in everything we do."

Guy Laurence, President and CEO

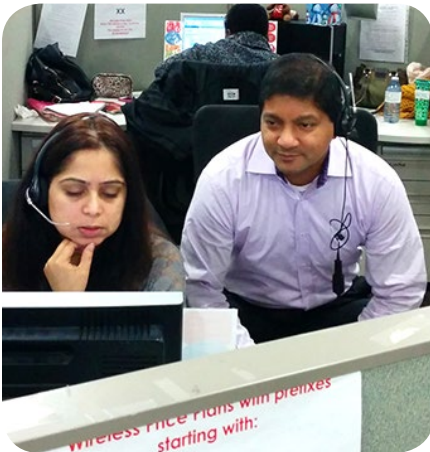
Turning Customer Service Inside Out

If there's one thing we have heard loud and clear from our customers, it's that we need to improve our customer service, including our processes and procedures that have in many instances been unnecessarily complicated. This feedback was relayed to our CEO during his cross-Canada Listening Tour in 2014 and some of our key performance indicators are below:

- Complaints reported to the Rogers Office of the Ombudsman increased last year, while complaints to the CCTS decreased (see next section, Problem Resolution).
- We surveyed over 1.5 million customers last year, asking them about their experience with Rogers, and overall customer satisfaction scores improved from 2013.
- Our wireless monthly postpaid churn rate - which indicates the percentage of subscribers who discontinue their subscriptions each month - increased slightly to 1.27%¹, from 1.24% the previous year.

A customer's experience should start and continue with great service, which leads to better retention and customer satisfaction. We are focused on making it right and dramatically improving customer experience at every touch point. We started this journey in 2013 by hiring more customer care representatives, expanding training programs for frontline employees and targeting the top customer irritants to eliminate. In 2014, we stepped up our commitment by undergoing a significant corporate transformation. Specifically, we:

- Reorganized the entire company around the customer, with all customer experience functions unified into one team of over 9,000 employees led by our Chief Customer Officer reporting directly to the CEO. This is a newly created position ensuring that our customer service moves forward under a united direction.
- Streamlined the organization to allow us to be more agile and ensure senior leadership is closer to customers and frontline employees.
- Launched a Process Improvement Team dedicated to simplifying our customer policies and processes.
- Brought our field operations and technical support groups closer together to better triage our customers' technical issues, eliminate unnecessary site visits and reduce wait times for service calls from 3 to 2 hour windows.
- Removed barriers to collaboration and cooperation across the organization - for example, by using more cross-functional, multi-departmental teams so that we operate as One Rogers for the benefit of our customers.
- Increased our investment in training and development, so our frontline employees can deliver consistently positive customer experiences.
- Ensured our go-to-market teams are continuously planning ahead and working with internal stakeholders across the company, so that we can plan and execute our go-to-market strategies as One Rogers. This allows us to execute seamlessly and ensure we're communicating effectively to our customers.



Deepak Khandelwal,
Chief Customer Officer,
listening in on a customer call

These are just some of the steps we've taken. Overhauling how we deliver customer service won't happen overnight. It is not simply a matter of hiring more call centre staff. It's a fundamental rethink, from a customer-centric perspective, of all of our underlying processes, policies, plans and systems. We know that we face serious obstacles and have much to do. And it will take some time for our efforts to translate into improved performance. But we are building the right foundation - we have put a lot of important change behind us and have a lot of execution in front of us. This is a multiyear journey to restore our performance back to industry-leading service.

Customer service and transparency

Continued



Kim Walker,
Ombudsman

Problem Resolution

The Rogers Office of the Ombudsman, our highest level of support for customer problem resolution, received 4,013+ customer cases in 2014, up from 3,370 in 2013. The increase in cases in 2014 resulted in a drop in the number of cases that were resolved within 60 days from 97% in 2013 to 90%+ in 2014. To help address the additional cases, we have hired additional members to the Ombudsman's team.

Despite an increase in complaints registered with our Ombudsman, in 2014 we reduced annual customer complaints made with the [Commissioner for Complaints for Telecommunications Services](#), by more than 30% from the previous year for Rogers and nearly 10% for Fido.

While reducing complaints is our ultimate goal, we are also working to improve the way we handle complaints, as part of our commitment to overhauling the customer experience. In 2014 we streamlined our complaints process online. We introduced a new user-friendly form, which removes the procedural legwork for the customers, making for an easier customer experience. Also, customers can now choose to be contacted by phone or email for a more flexible service option, and we reduced our turnaround time commitment to one day, from our previous three day promise under the old process.

Top 5 Complaints to Rogers Ombudsman

- Billing/Service Changes
- Equipment Upgrades/Repairs
- Promotions
- Technical Support
- Cancellation



More online:

+ [Download the Ombudsman's 2014 Annual Report](#)

Customer service and transparency

Continued



More online:
+ [Tech Essentials](#)

Responsible Communications and Marketing

We are committed to making sure our customers find our plans simple and easy to understand, and that our product interfaces are intuitive and user-friendly. A key goal, enshrined in the [Rogers Business Conduct Policy](#), is to provide “full, fair, accurate, timely and understandable disclosure” allowing consumers to make informed decisions in a competitive marketplace.

- Our customer service employees are trained to provide clear explanations of product features, warranties, prices and any additional charges or fees that are applicable.
- Many resources, including self-service tools and applications online, help customers understand and get the most out of their Rogers products and services.
- In 2014, we introduced a new version of the **My Account** app called **My Rogers** so customers manage their Wireless, Cable and Internet accounts in one spot, make payments, check data and voice usage, and redeem Rogers First Rewards Points.
- We have created a variety of channels, such as our online community forum, to engage in two-way, responsive dialogue with customers, which helps drive enhanced transparency.

Our advertising materials, sales literature and product operating instructions are developed and reviewed in line with standards mandated by the Consumer Packaging and Labeling Act, the Competition Act and other applicable legislation.

We fully support the [CRTC's Wireless Code](#), which came into effect in December 2013. It established consistent national standards for wireless contracts, including two-year plans and a cap on certain fees, and equal protection to wireless customers no matter where they live. In fact, we were a driving force pushing for adoption of such a code so customers know what to expect from their wireless providers.



“She took the time to listen, was extremely friendly... I really hope if I ever have to call again I get a sales representative like Sasha Edwards.”

Turning a Customer's Experience Around

What happens when a customer leaves a less-than-glowing review on one of our customer satisfaction surveys? Following up on our customers' feedback is one of the ways we are working to transform the customer experience.

The case is assigned to one of our Survey Response Team advisors, like Sasha Edwards, who work to resolve customer concerns and turn negative experiences into positive ones. Sasha reached out to a long-time Wireless customer who had reported disappointment and frustration over her recent phone experience with Rogers. The customer had been “passed around” the queue, and was upset to find out she had to change her Wireless plan to receive a discount on her Wireless hardware upgrade, feeling the whole experience was more complicated than necessary.

Sasha was empathetic. She explained why the customer had to change her plan, and then offered a new plan that was more suitable to her needs and offered more value. The customer was happy with the way Sasha discussed her feedback, resolved her concerns and turned her experience around.

Network leadership and innovation

Why It's Material

Today customers are consuming more and more content on their mobile devices and tablets. The pace of innovation is staggering, with smartphones, tablets, TV and other devices getting faster, smarter and more powerful daily.

In this environment, our customers expect us to continue to innovate around our products and services while maintaining world-class wireless and broadband networks.

Management Approach

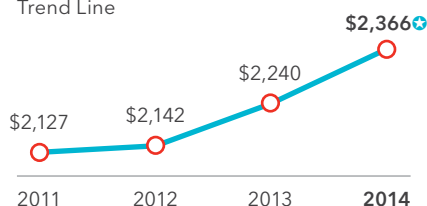
Innovation has always been a part of our identity. Whether it is bringing new products or the latest network technologies to market, Rogers has led with many "firsts". Focusing on innovation and network leadership continues to be a key priority under the new Rogers 3.0 business plan.

We pride ourselves on our network coverage, reliability, resiliency and speed. We're continually investing to deliver the best possible speed and service for our wireless, Internet and cable products. Each year we invest billions of dollars in network upgrades and maintenance to ensure extensive coverage in both urban and rural areas, as well as to better serve the increasing base of high-end smartphones and the growing use of wireless data.

Our network team reports to our Chief Technology Officer, reporting directly to our CEO.

Capital expenditure (in millions)

Trend Line



Our performance trends

| | 2014 | 2013 | 2012 | 2011 |
|--|----------|---------|---------|------------------|
| Capital expenditure (in millions) | \$2,366* | \$2,240 | \$2,142 | \$2,127 |
| Approximate percentage of Canadian population covered by Rogers' LTE network | 84% | 73% | 60% | 32% ¹ |

¹ Our LTE network was launched in 2011.

* Independently assured in 2014.

Network Coverage and Investments

In 2014, we continued to invest in our wireless and cable networks and innovative new products that run across them, to ensure that we can meet the growing demand for data with the highest quality of service.

- We expanded our leading LTE network to cover approximately 84% of the Canadian population as at December 31, 2014, up from 73% the previous year.
- We secured "beachfront" spectrum consisting of two 12 MHz blocks of contiguous, paired lower 700 MHz band spectrum covering the vast majority of the Canadian population. Our \$3.3 billion investment allowed us to deploy this spectrum in rural and urban communities in Ontario, British Columbia, Alberta, Quebec, New Brunswick, Nova Scotia and Prince Edward Island, delivering the ultimate mobile video experience to Rogers customers while carrying wireless signals deep into basements, elevators and in buildings with thick concrete walls.
- Rogers was the first Canadian carrier to roll out LTE-Advanced, now available in various communities across Canada. This next evolution of LTE wireless technology combines two bands of spectrum - Rogers' 700 MHz and AWS - to create an even larger pipe for data to travel on. Customers can now download and live stream high quality video even faster and in more places on mobiles and tablets. Internet speeds are more important than ever before with the average Canadian spending over 40 hours online per month.

Network leadership and innovation

Continued



Due to these measures, we are proud that Rogers' LTE network was recognized for the second straight year by PCMag.com in September 2014 as the fastest downstream mobile network in Canada. We were also recognized as Canada's fastest broadband Internet service provider.

To test our Internet service, we enlisted the help of SamKnows, who determined that Rogers customers get on average 100% or more of advertised broadband speeds.

Network Reliability

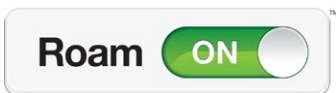
To ensure our customers have a fast and reliable wireless service, we regularly assess, test and update our networks and back-up systems to improve their reliability and performance. Rogers is dedicated to maintaining and restoring availability during emergencies or unexpected events. We have Business Continuity Disaster Recovery Plans, which map out a process for communicating with customers and restoring service - or offering additional service support - when major incidents, including extreme weather, affect the communities where we operate.

Product Innovation

In 2014, Rogers launched a global innovation program that encourages companies to pitch us their market-ready products and services. This program lets us cast a wide net globally, attracting the best innovation the world has to offer. The program looks for companies that already have products, services and solutions in-market. The best opportunities are the ones that can help us differentiate and grow our key communications and media assets and offer new and innovative products for our customers.

This past year, we've been working hard on our own product innovation to give customers added experiences and make their lives easier. For instance:

- [Roam Like Home](#) is a simple and cost effective way for Wireless customers to use the Internet, make calls, send texts and emails in the US with their Rogers Share Everything Plan, letting them access their Canadian wireless plans while they are in the US, for \$5 a day.
- Customers now have Whole Home PVR capability from a single box, allowing customers to watch recorded programming on multiple screens in their home through multiple digital set-top boxes in their home. Customers can also control channel guides from their smartphones and watch live video-on-demand or PVR content from any mobile device in their home.
- We launched [Rogers NHL Game Centre Live](#) app with Game Plus, offering exclusive original NHL content so viewers can watch their hockey game from a variety of camera angles, get advanced stats and access to postgame interviews.
- [shomi](#), our new video streaming service, was introduced, allowing customers to access content on their computers, mobile devices and set-top boxes. shomi is a joint venture equally owned by Rogers and Shaw Communications Inc.
- [Suretap](#) wallet, an advanced new mobile commerce application, lets customers use their smartphones to safely store eligible payment cards and make payments at tens of thousands of retailers across Canada.
- Partnered with Vice Media in a joint agreement to deliver Canadian-made news and entertainment programming across mobile, web and TV platforms.



Network leadership and innovation

Continued



Tower Siting

We make every effort to locate our cell towers in areas that minimize the impact on surrounding neighbourhoods, while providing reliable wireless service to customers. We always explore co-locating our antennas on existing towers and mounting our equipment on existing structures or rooftops before proposing to erect a standalone structure.

As a condition of our spectrum license issued by Industry Canada, we are required to follow Industry Canada's tower siting guidelines found in its document, CPC-2-0-03: Radiocommunication and Broadcasting Antenna Systems. This document, updated in June 2014, sets out the process we must follow when seeking to locate new wireless communications infrastructure in a community, including when we are required to engage and consult with the municipality and the public. As a result of the revised Industry Canada policy, Rogers consults with local municipalities for all proposed standalone tower installations regardless of the height of the proposed structure.

We also take into consideration the siting preferences of the municipalities. These are typically defined in each municipality's tower siting protocols, which include the type of public consultation required, preferred locations and recommended steps to make them blend into the surrounding environment.

The Canadian Wireless Telecommunications Association (CWTA) and the Federation of Canadian Municipalities (FCM) have a joint tower siting protocol of best practices that establishes a more thorough municipal and public consultation process. This joint protocol addresses many of the contentious issues and concerns raised by municipalities, residents and politicians regarding tower-siting practices, such as "surprise" towers that are erected without the involvement of or notice to the municipalities. Through the CWTA/FCM joint tower protocol, we engage and work closely with local communities, seek their input on our proposed sites, and attempt to address issues as they arise.

Product responsibility

Why It's Material

Customers and communities expect us to provide products and services that are high quality, safe, accessible and minimize environmental impacts.

Management Approach

As a leading communications and media company, Rogers has strategies and programs in place to ensure our products and services are safe to use, high quality and inclusive.

- We comply with all relevant regulations and codes concerning customer health and safety.
- We strive to make technology and content more accessible for all Canadians, including those with varying abilities as well as underserved or disadvantaged populations.
- We consider environmental outcomes and look for opportunities to avoid or minimize any negative impacts of our products and services.

We have various groups, including an Accessibility Working Committee and an Environmental Steering Committee, that manage different product responsibility programs. More details are provided in the text below.

25%

more devices collected for reuse and recycling

Our performance trends

| | 2014 | 2013 | 2012 | 2011 |
|---|---------|--------|---------|--------|
| Devices collected and processed for reuse and recycling | 72,568* | 57,663 | 154,054 | 75,806 |

* Independently assured in 2014.

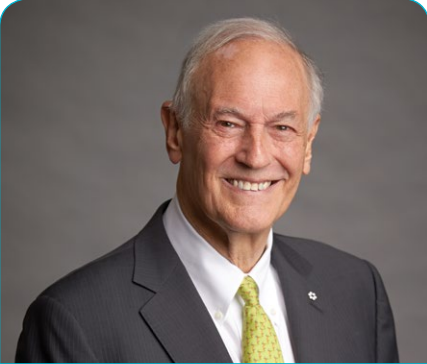
Customer Health and Safety

In Canada, all wireless devices and antennas are required to operate below the RF exposure limits that are set out in the Health Canada document, Safety Code 6 ("SC6"). Canada was among the first industrialized countries to develop RF exposure guidelines, in the form of Safety Code 6, in 1979. According to Health Canada, the limits set in Safety Code 6 encompass large safety margins to provide a significant level of protection for Canadians in all age groups, including children, on a continuous (24 hours a day/seven days a week) basis.

Health Canada updated Safety Code 6 in March 2015 and the new limits are more stringent than the previous version. The revised version makes Canada's limits among the most rigorous science-based limits in the world. As always, Rogers will continue to ensure that its operations are in full compliance with the new SC6 limits.

Product responsibility

Continued



Championing Multiculturalism

In 2014, the Canadian Ethnic Media Association presented Phil Lind, Rogers Vice Chairman, with the Lifetime Achievement Award for championing multiculturalism and its expression through the medium of television.

Accessibility Initiatives

We offer an extensive range of accessibility-specific offerings, which are detailed in the [Accessibility Services](#) section of our website, to help people with disabilities get the most out of their phone and cable TV services. We also have a bilingual Accessibility Service Centre – a group dedicated to addressing our customers' specific accessibility needs. This past year, we continued to build on our initiatives:

- We introduced an accessibility discount for people who are deaf or hard-of-hearing or have speech impediments.
- We made improvements to our Customer Care services for people with disabilities, with 47 phone agents and 113 live chat agents who are specialized in Rogers' accessibility offerings.
- We formed an internal accessibility working group, comprised of employees who self-identified with a disability and volunteered to participate. This working group offers feedback on new products, website enhancements and customer issues.
- Rogers Media participated in the English Broadcasters' Group Closed Captioning Working Group to work with other companies to improve the quality of closed captioning delivered in Canada. The group produced a report to the CRTC on proposals to improve closed captioning for viewers.

Serving Diverse Communities

In 2014, we produced and broadcast multicultural programming in at least 40 different languages through our network of television and radio stations. [OMNI Television](#) continues to be the leading over-the-air multilingual broadcaster in North America, featuring content in languages such as Mandarin, Cantonese, Punjabi, Tamil, Hindi, Japanese, Korean, Urdu, Vietnamese and Farsi. In addition, 60% of each of our OMNI stations' monthly programming schedule and 50% of the evening schedule are dedicated to ethnic programming.

In 2014 we re-established the OMNI Advisory Councils in British Columbia, Alberta and Ontario. These councils will assist local ethnic communities that wish to become involved with OMNI and ensure that Rogers provides programming that is commensurate with the demographics in the markets where we operate. Our OMNI stations also conduct regular meetings with different community groups, and regularly review viewer feedback to improve our programming.

As a complement to our Cantonese and Mandarin speaking agents in our Fido call centres, Fido has introduced new touch tone Interactive Voice Response (IVR) systems in Cantonese and Mandarin to ensure our customers get excellent service in their language of choice. Our Cantonese and Mandarin-speaking customers can take advantage of the IVR's many great self-service features including checking their account balance, making a payment and managing add-ons like voicemail and text messaging in their preferred language. This is a first among telecom providers in North America.

Product responsibility

Continued



Project 97: A conversation on sexual assault, abuse and harassment

Did you know that 97% of sexual assaults in Canada are not investigated by police, let alone prosecuted and punished? It means someone who commits sexual assaults has a better-than-97% chance of getting away with it. These staggering numbers have to change, and it's the reason we are spearheading a yearlong public awareness campaign called Project 97 at www.project97.ca

Launched in December 2014, it's the most ambitious single journalism project Rogers Media has ever attempted. Over the next 12 months, Rogers Media – through its publishing and broadcasting outlets, including Chatelaine, Maclean's, Canadian Business, Flare, Today's Parent, Châtelaine, L'actualité and CityNews – is exploring issues of sexual assault, abuse and harassment as it affects both women and men, and inviting Canadians to share their stories and suggestions.

The topic of sexual violence is of serious interest to our readers, viewers and employees, and through our Rogers Media platform we have the ability to make a difference. Our aim is to shed light on this ongoing epidemic and spark fresh discussion about what needs to be done to tip the scales toward justice. We need to change a culture that tells victims they should be ashamed and silent, as underscored by recent cases involving very public figures committing sexual assaults over many years.

Product Take Back

In 2014, we collected and processed 72,568♻️ devices for recycling or refurbishing, up from 57,663 in 2013, through our three take-back programs:

- [Rogers Trade-Up](#) allows customers to trade in their used devices for credit against new phone lines or upgrades. Devices that have no resale value are taken to a certified recycling facility to be disposed. The rest are sold to external, international markets.
- Phones for Food allows customers to drop off their wireless devices and accessories at Rogers and Fido store locations or by mail directly to our recycler at no cost to the customer. The program diverts waste from landfills and helps alleviate hunger by raising funds for local food banks.
- [FidoTRADE](#) enables customers to bring in their unwanted device and receive an in-store credit equivalent to the device's value, if applicable. A tree is planted on our customer's behalf for devices that have depreciated over time and have no trade-in value.

Protecting Children

We have long supported initiatives that promote children's safety and well-being, including the Canadian Coalition Against Internet Child Exploitation. We work with police, preserving information until a warrant is obtained, in order to help law enforcement officials combat the online exploitation of children.

As kids today have become more connected online through mobile phones and social networks, we have placed special emphasis on raising awareness of safer Internet and mobile use. On our [Tech Essentials](#) website, for example, we have a dedicated Tips for Parents section that offers guidance on helping kids use communications technology safely. Topics include how to spot and stop cyberbullying, handling the responsibility of a wireless phone, and making the web safer for youth. We continue to participate in National Cyber Security Awareness Month, and published a special blog on staying safe when using the 'cloud.'



More online:

- + [Accessibility Services](#)
- + [Tech Essentials – Tips for Parents](#)

Customer privacy

Why It's Material

Rogers manages a significant amount of customer and digital data, making it vital that we inspire trust and confidence in our ability to protect and handle it responsibly.

Cyber security risks are a growing threat affecting all sectors and products, including smartphones and Bluetooth-enabled devices, with the potential to seriously impact businesses and customers.

Management Approach

Rogers highly values the security, integrity and sensitivity of our customers' private information. We comply with all relevant privacy legislation. We also uphold strong privacy and security practices to safeguard the personal details of our customers, whether they are using our Internet, cable TV or wireless products and services.

Our Chief Privacy Officer oversees compliance with all applicable laws and the Rogers Privacy Policy. All Rogers' employees complete mandatory privacy training and must comply with Rogers' privacy practices as a condition of employment.

Our performance trends

| | 2014 | 2013 | 2012 | 2011 |
|---|------|------|------|------|
| Well-founded privacy complaints with the federal Office of the Privacy Commissioner | 0 | 0 | 0 | 0 |

Privacy and Data Security

In 2014, Rogers once again had no well-founded privacy complaints with the federal Office of the Privacy Commissioner. We undertook several initiatives to continue strengthening our privacy practices in response to emerging trends and issues. For example:

- Rogers joined the Ad Choices program, an initiative of the Digital Advertising Alliance of Canada (DAAC). As part of the program, we included an "Ad Choices" icon to the footer of our websites, signaling our use of online behavioural advertising and adherence to the *Self-Regulatory Principles for Online Behavioural Advertising*. By clicking on the icon, consumers can learn more and opt-out of online behavioural ads if they choose.
- We set up a preference centre that allows business people to review what newsletters are being sent from Rogers to their work email and which they have opted out of.
- We proactively responded to customer inquiries related to Citizen Lab's template on how companies treat personal information. Rogers replied to each request and adhered to the 30-day response time outlined in the Personal Information Protection and Electronic Documents Act when able, only requesting a 30-day extension when necessary.

The privacy practices of all telecom companies came under the public microscope in 2014, following news that government agencies such as the Canadian Border Services Agency have made thousands of requests for access to Internet and telecom subscriber information. We know some customers are concerned about government and law enforcement agencies getting access to their information. We carefully review all requests to ensure they're legally valid and not overly broad, receive a warrant, and then our staff provides the information securely so that only the government or law enforcement agency requesting it can access it. We do not provide direct access to our customer databases.

Customer privacy

Continued

To assure customers that their info is in good hands, in 2014 we released our first Transparency Report, based on 2013 data. It gives our customers more details about the number and types of requests we received last year from government and law enforcement agencies, how we responded and the type of information we provided. Below are some highlights from the [2014 Transparency Report](#) (released in March, 2015):

| Law Enforcement Requests | 2014 | 2013 |
|--|----------------|----------------|
| Court order/warrant | 71,501 | 74,415 |
| Government requirement letter | 2,315 | 2,556 |
| Emergency requests from police | 10,016 | 9,339 |
| Foreign requests | 1 | 40 |
| Customer name/address checks (Stopped June 2014, unless court order/warrant provided or in emergencies) | 29,438 | 87,856 |
| Child sexual exploitation assistance requests (Stopped June 2014, unless court order/warrant provided or in emergencies) | 384 | 711 |
| Total | 113,655 | 174,917 |

2,278

Number of requests refused/
no customer information provided.

| Emergency Responder Requests | 2014 | 2013 |
|------------------------------|--------|--------|
| Emergency requests from 911 | 50,439 | 55,900 |

This past year, we also continued to invest resources to combat the growing problem of wireless device theft in Canada and raise public awareness about the critical importance of keeping personal information safe. Working through the Canadian Wireless Telecommunications Association (CWTA), we have supported and contributed to various industry-wide initiatives, including:

- A national educational campaign;
- The [Protect Your Data. Protect Yourself](#) initiative and Website;
- The national blacklist for lost and stolen devices; and
- A device lookup tool, which was used by Canadians more than 400,000 times over the past year to check the status of a pre-owned device.



More online:

- + [Privacy, CCTS and CRTC](#)
- + [Rogers Transparency Report](#)
- + [Protect Your Data. Protect Yourself](#)

Employee experience



Employee experience

A key part of our company strategy is centred on our employees - to invest in and develop our people. We recognize that having an engaged, empowered and agile workforce and attracting the most talented individuals is fundamental to our success as a company.

Highlights this year



Our progress at a glance

✓ Achieved ✗ Not Achieved

| DESCRIPTION | 2014 | PROGRESS | RESULTS & COMMENTARY | 2015 |
|--|--|----------|--|--|
| | OBJECTIVES | | | OBJECTIVES |
| Material Issue: Talent Management | | | | |
| Employee engagement score | Maintain score above North American average (59%) and improve to best-in-class (77%) | ✗ | 72%⚙️ | Maintain score above North American average and improve to best-in-class |
| Participation rate in the employee engagement survey | Above 75% | ✓ | 80%⚙️ | Above 75% |
| Voluntary turnover rate | 10% improvement from 13.7% in 2013 | ✗ | 14.7%⚙️ | 10% improvement from 2014 rate |
| Investment in training | \$41.8 million | ✗ | \$39.6 million, up from \$37.4 million in 2013 | 30% increase |
| Investment in training per average annual employee population | \$1,400 per employee | ✗ | \$1,122 | 30% increase |
| Material Issue: Diversity & Inclusion | | | | |
| Percentage of employees who are women ¹ | Close the gap to labour market availability (47.6%) by 1% | ✗ | 39.7%⚙️ | Close the gap to labour market availability by 1% |
| Percentage of employees who are members of visible minorities ¹ | Meet or exceed labour market availability (25.8%) | ✓ | 31.8%⚙️ | Meet or exceed labour market availability |
| Percentage of employees who are Aboriginal peoples ¹ | Close the gap to labour market availability (1.7%) by 0.1% | ✗ | 0.9%⚙️ | Close the gap to labour market availability by 0.1% |
| Percentage of employees who are persons with disabilities ¹ | Close the gap to labour market availability (4.9%) by 0.1% | ✗ | 1.1%⚙️ | Close the gap to labour market availability by 0.1% |

¹ Data is based on the voluntary completion of a survey and may not be representative of the actual percentage of our workforce.
⚙️ Independently assured in 2014.

Continued on next page

Employee experience

Continued

Our progress at a glance *Continued*

✓ Achieved ✗ Not Achieved

| DESCRIPTION | 2014 | PROGRESS | RESULTS & COMMENTARY | 2015 |
|--|--|------------------|--|--|
| | OBJECTIVES | | | OBJECTIVES |
| Material Issue: Employee Health, Safety & Wellness | | | | |
| Number of Workplace Health & Safety (H&S) Committees | Ensure all locations with 20 or more employees have H&S committees | ✓ | 63 | Ensure all locations with 20 or more employees have H&S committees |
| Number of bWell Ambassadors across Canada | Maintain the number of bWell Ambassadors | ✓ | 65🌱 active bWell Ambassadors, up from 62 in 2013 | Increase participation outside the Greater Toronto Area |
| Lost-time incident rate (per 200,000 hours worked) | n/a ² | n/a ² | 0.39 | Engage in leading behaviours to improve our scores |

¹ Data is based on the voluntary completion of a survey and may not be representative of the actual percentage of our workforce.

² Indicator first disclosed in year 2014.

✚ Independently assured in 2014.

Talent management

Why It's Material

Our business performance and long-term sustainability depend on our ability to effectively develop, retain and engage the most talented people.

Research shows a strong link between levels of employee engagement, leadership effectiveness and organizational success.

Management Approach

Our people are the heartbeat of our business. That's why talent management is an important business strategy and part of our competitive advantage. In 2014, we launched the Rogers 3.0 business plan with one of the seven pillars being "Invest in and Develop Our People". We know that if our people are well-trained, enthusiastic about their jobs and passionate about working for Rogers, they will do a better job serving our customers.

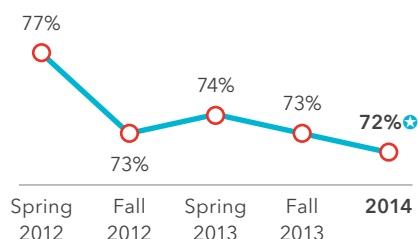
Our goal is to attract, retain and engage the best talent in Canada and minimize voluntary turnover where possible by offering effective training and development, career opportunities and management resources. Overseeing talent management is our SVP, Organizational Development and Enterprise Learning, under direction from our Chief Human Resources Officer. The Human Resources Committee assists the Board of Directors in monitoring, reviewing and approving compensation and benefit policies and practices.

We use the following metrics and KPIs to evaluate and improve our talent management practices:

- Employee engagement scores
- Voluntary turnover rates
- Investment in training
- Percentage of employees participating in our various benefit plans

Employee engagement score (%)

Trend Line



Employee Engagement

| Our performance trends | 2014 ¹ | Fall 2013 | Spring 2013 | Fall 2012 | Spring 2012 |
|---|-------------------|-----------|-------------|-----------|-------------|
| Employee engagement score | 72% ⁺ | 73% | 74% | 73% | 77% |
| Employee participation rate in the employee engagement survey | 80% ⁺ | 78% | 78% | 83% | 80% |

¹ Only one employee engagement survey was conducted in 2014.

⁺ Independently assured in 2014.

We encourage people managers at Rogers to engage their teams. Our employee engagement survey gives people managers with constructive feedback to enhance their leadership skills, while providing organization-wide input on what we're doing well and where we can do better. In addition, we provide online management tools focused on developing and motivating employees. Our leadership development programs help managers build high-performing and engaged teams. Through a variety of channels, we encourage two-way communication and idea sharing between employees and management at all levels in the company (refer to [Stakeholder engagement](#) section).

Talent management

Continued

In 2014, we measured employee engagement through our R10 survey, which is comprised of 20 questions on several aspects of the employee experience, and the results provided insights on what matters most to employees while serving as a management tool to build workforce engagement and hold leaders accountable. Despite a great deal of organizational change this past year, our employee engagement score remained consistently strong at 72%👍 - well above the North American average of 59%, demonstrating the commitment of our employees. Our sights are focused on reaching an ambitious target of 76%, which is the best-in-class external benchmark defined by Kenexa/IBM, a leading designer and administrator of employee engagement surveys.

Strengths identified by employees include:

- Managerial effectiveness, with a score above best-in-class levels at 80%.
- The ability to discuss diversity issues at work, building strong teams that foster open dialogue.

Areas for improvement include:

- More training and development, including training required to perform effectively every day and leadership development.
- More opportunities for social connection and collaboration, to help employees work more effectively.

Previously, we issued two R10 surveys per year, in April and October. In 2014 we issued only the April survey and replaced the October one with a special survey seeking employee opinions on R10 and its effectiveness. This allowed us to take a closer look at what we're asking and how we ask it, with the aim to change the survey to better reflect Rogers 3.0 and the workplace culture we're trying to create. The new employee engagement survey, launched in April 2015, was developed based on feedback from employees about R10 and will allow us to better understand what drives employee engagement.

Talent management

Continued

Learning and Development

| Our performance trends | 2014 | 2013 | 2012 | 2011 |
|--|---------|---------|---------|---------|
| Investment in training (\$ in millions) | \$39.6 | \$37.4 | \$41.3 | \$49.3 |
| Investment in training per employee (\$) | \$1,122 | \$1,229 | \$1,186 | \$1,365 |

In 2014, we invested \$39.6 million, or \$1,122 per employee, in training and developing our people. We aim to increase our overall spending by 30% in 2015, with a focus on frontline employees in retail and enterprise business sales as well as leadership. During our CEO's Listening Tour in 2014, employees made it loud and clear that they prize training and development and want the company to invest more. While our people are key to our success, we haven't been investing enough in the tools that we give them and we haven't provided many of them with sufficient training and development, particularly portions of our frontline staff.

We are, therefore, accelerating the investment in our people, both in terms of how we train them and in the systems and workplaces we provide them. This past year, we spent considerable time developing new programs for roll out in 2015 with the launch of the initial phases of our new Rogers University. New programs include:

- **Onboarding Program:** All new employees will undergo a new three-day onboarding program that comprises training on the history of the company, our culture, how we work and the behaviour we expect. This will ensure new employees are set up for success with their teams and customers from day one. Newly hired people managers will also receive additional onboarding to prepare them for managing teams at Rogers.
- **Retail Academy:** This will be a series of training programs for different roles within our retail operations with the focus on equipping employees with the training and tools to better provide a seamless and exceptional customer experience. In 2015, we will focus on store managers, as they are the most influential in affecting the overall experience.
- **Leadership Academy:** We will launch new and improved leadership training programs for executives, directors and managers, as well as accelerated training programs for top performers.
- **Enterprise Sales Academy:** This academy is designed to equip and develop our business to business sales representatives as they work through their journey from new sales representatives to account executives.

We also continue to offer our core training programs to build and inspire our talent:

- Our in-house leadership training programs, including Emerging Leaders (for new managers), Leading to Win (for people managers), and Leading Great Teams (for Directors), hone leadership skills and share best practices on developing and engaging team members.
- Managers have access to Harvard ManageMentor, which is a best-in-class development tool to develop technical skills and people management expertise.
- Training for front-line employees includes Stellar Service and Flip the Switch, designed to help create excellent customer service skills and teams. We also empower our frontline employees to take charge of their career progression through The Path - a career development program that includes live chats, webinars, work skills development, courses and internships for chosen career paths.
- All employees have access to our e-learning hub of over 3,000 available courses in many disciplines from communication to project management.



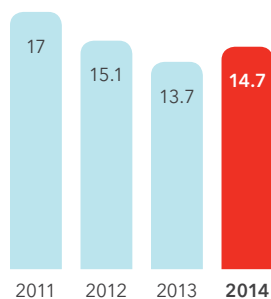
More online:

[+ Learning & Development](#)

Talent management

Continued

Voluntary turnover rate
(%)



Employee Retention and Internal Mobility

| Our performance trends | 2014 | 2013 | 2012 | 2011 |
|-------------------------------|--------------------|--------|---------------------|---------------------|
| Voluntary turnover rate | 14.7% ⁺ | 13.7% | 15.1% | 17.0% |
| Total employees (approximate) | 27,000 | 28,000 | 27,000 ¹ | 29,000 ¹ |

¹ Number was restated in 2013 to conform to current methodology.

⁺ Independently assured in 2014.

In 2014, employee voluntary turnover was 14.7%⁺, an increase from 13.7% the previous year. Consistent with other workplaces, turnover remains highest among millennial generation employees. With further investment in training and focus on internal mobility, we aim to decrease these numbers in 2015.

We also had a reduction in total headcount in 2014, due to corporate reorganization and the implementation of Rogers 3.0. This resulted in a 15% decrease in headcount at the executive level and several hundred job losses at the middle management level. These decisions are never easy and in all cases of job loss, affected employees were given severance packages that went beyond regulatory requirements, and we provided access to outplacement services to help employees find suitable roles outside Rogers.

Rogers introduced an enterprise-wide exit interview process in 2014. The purpose is to establish a standardized process to understand why talented people leave the organization voluntarily by collecting meaningful and actionable feedback from them. The information is aggregated to address retention rates and to identify opportunities for improvement.

We have also been focusing on internal mobility at the company, trying to place current employees in new job openings where we can. To this end, we've seen a positive trend in some of our retention indicators, including a 27.1% internal placement rate, an increase of 9.5% from 2013. We also clearly defined the accountabilities for every employee in the company, so that they are able to work effectively together as One Rogers towards a common strategy and goal.

Talent management

Continued



For the fifth straight year, Rogers was recognized as a leader for attracting college and university grads who choose Rogers as a great place to begin their careers.



This annual competition recognizes Greater Toronto employers that lead their industries in offering exceptional places to work. Currently in its ninth year, this top employers list is sponsored by the editors of Canada's Top 100 Employers.

Total Rewards

| Our performance trends | 2014 | 2013 | 2012 | 2011 |
|--|----------|------------------|------------------|------------------|
| Employee salaries and benefits (\$ in millions) | \$1,940* | \$1,940 | \$1,813 | \$1,753 |
| Percentage of eligible employees who participate in Rogers defined benefit pension plan ¹ | 44% | 37% | 35% | 33% |
| Percentage of eligible employees who participate in Rogers share accumulation plan ¹ | 62% | 55% | 51% | 46% |
| Percentage of eligible employees who participate in the group RRSP plan ¹ | 25% | 23% | 23% | 22% |
| Percentage of eligible employees who participate in the group TFSA plan ¹ | 6% | n/a ² | n/a ² | n/a ² |

¹ Eligible employees include all full-time and part-time employees with at least three months of service.

² Indicator first disclosed in year 2014.

* Independently assured in 2014.

Total salaries and benefits for full time employees and part-time employees in 2014 were approximately \$1,940 million*, which is unchanged from the amount in 2013. There was a decrease in the number of employees, a decrease in pension expense due to lower net interest cost and a decrease in stock-based compensation, which was offset by higher baseball player costs and employee benefit costs. We saw increased participation in our various benefit plans.

Our Total Rewards program is meant to reward and motivate performance and includes comprehensive health benefits, generous employee discounts and a market-leading wealth accumulation program that consists of a defined benefit pension plan, share accumulation plan, tax-free savings account and group RRSP.

In 2014, we introduced an online Total Rewards Statement that illustrates the full value of Rogers' contribution to an employee's Total Rewards package. The statement outlines an employee's current compensation and benefits and identifies areas where an employee can further maximize the rewards offered by Rogers. We also moved our wealth accumulation programs to a new third party service provider, allowing for a new fund line-up, expanded online capabilities for our employees and free financial advice from a financial adviser. Effective January 1, 2014, we also did a base-year upgrade of our Defined Benefit Pension Plan, increasing the amount that enrolled employees will receive in retirement.

We support an ageing workforce with programs to assist employees as they enter their later working years. For example, in 2014 we hosted new retirement planning sessions for our employees as well as quarterly webinars to promote our wealth accumulation programs and regular reminders to employees who are not yet enrolled in the program.

Diversity and inclusion



Recognized for leadership in creating a diverse and equitable environment for our employees, customers and communities.

Why It's Material

At Rogers, an inclusive workplace reflective of the diverse communities we serve drives better performance - for our employees, our customers and our company.

We understand the link between the employee and customer experience and are committed to building an inclusive workplace.

Management Approach

At Rogers, diversity and inclusion is a cornerstone of our CSR efforts. This means fostering a diverse and inclusive workplace that increases employee engagement and drives responsible business performance in a socially conscious way. Our goals are to:

- Reflect our diverse marketplace and ensure all employees reach their full potential.
- Foster an inclusive culture where all employees feel accepted and engaged.
- Build the Rogers brand so that diverse talent and customers seek out Rogers.

Established in January 2013, the Diversity Leadership Council (DLC) oversees the development and implementation of the Company's Diversity and Inclusion strategy. The DLC is chaired by a member of the Executive Leadership Team and is comprised of business leaders from across the enterprise, representing a cross-section of gender, age, race, ethnicity and ability.

We evaluate our diversity and inclusion approach in a number of ways, including:

- The representation of diverse groups in our workforce.
- The results of our Diversity Index, which measures employee perceptions.
- External recognition and benchmarks, including labour market availability.

Our performance trends

| Group | Position | Labour market availability ¹ | Representation at Rogers | | | |
|---------------------------|-----------------|---|--------------------------|-------|-------|-------|
| | | | 2014 | 2013 | 2012 | 2011 |
| Women | Senior Managers | 27.4% | 28.9%* | 27.2% | 28.1% | 28.0% |
| | Overall | 47.6% | 39.7%* | 40.1% | 40.6% | 41.3% |
| Visible Minorities | Senior Managers | 10.1% | 10.0%* | 7.8% | 8.1% | 8.1% |
| | Overall | 25.8% | 31.8%* | 31.7% | 31.8% | 31.6% |
| Aboriginal Peoples | Senior Managers | 2.9% | 0.0%* | 0.0% | 0.0% | 0.0% |
| | Overall | 1.7% | 0.9%* | 0.9% | 0.9% | 0.9% |
| Persons with Disabilities | Managers | 4.3% | 0.8%* | 0.8% | 0.5% | 0.5% |
| | Overall | 4.9% | 1.1%* | 1.2% | 1.1% | 1.2% |

¹ Labour market availability based on 2011 census data (comparison data used for 2014).

* Independently assured in 2014.

Diversity and inclusion

Continued



Members of our Diversity Leadership Council receiving the Canada's Best Diversity Employers award from Mediacorp.

Diversity and Inclusion Strategy

A diverse and inclusive workforce is integral to Rogers' People Plan. A new diversity team was formed in 2014 to lead the Company's journey to best-in-class, develop and execute targeted action plans and drive the recruitment, development, and retention of women, visible minorities, persons with disabilities, Aboriginal peoples, LGBT and the generations.

Performance in 2014

In 2014, we increased or maintained our overall representation of women, visible minorities, Aboriginal peoples and persons with disabilities compared to 2013.

- The representation of women remains strong at Rogers. In 2014, targeted developmental initiatives continued to strengthen representation of women across the business including, for example, the Rogers Women's Network Mentoring Program, which matches senior leaders with employees across different functions and lines of business. Positive survey results indicated that 52% of protégés agreed and 35% strongly agreed that the program was a beneficial developmental opportunity. Likewise, of the mentors, 60% strongly agreed that they would volunteer to serve as a mentor in the future.
- The representation of visible minorities is robust across the Company. The DLC and Diversity & Inclusion teams, in collaboration with business leaders, have launched a targeted initiative to increase representation.
- Aligned with business and talent objectives, Rogers is committed to increasing the representation of persons with disabilities and Aboriginal peoples. We are executing a targeted plan for each of these groups, focusing on leadership visibility, awareness, regional recruitment and best-in-class accommodation. As well, we have implemented a more inclusive self-identification questionnaire and communications strategy to promote inclusion for all.

As a result of our efforts, in 2014 Rogers was once again chosen as one of Canada's Best Diversity Employers.

Key Initiatives in 2014

- Opened the Brampton chapter of the *Rogers Women's Network* (RWN) to increase its presence outside of our head office. RWN supports women in building the skills and networks they need to transition to the next level in their careers. We also re-launched the RWN's Mentoring Program to help increase the number of women moving into leadership roles.
- Launched Rogers Pride, a virtual employee resource group for LGBT and allies at Rogers to connect, share and engage. This grassroots initiative was started by employees actively engaged in Pride at Work Canada, a national organization and Rogers partner whose mission is to improve the workplace inclusiveness of LGBT employees.
- Created our first-ever Diversity Index, which was included in our April 2014 employee engagement survey (R10) and measures employees' perceptions of our diversity efforts. Rogers' scores approximated best-in-class benchmarks.
- Developed and delivered diversity recruitment training for Rogers recruiters across the country.

In 2015, we will continue to advance our Diversity and Inclusion Plan by embedding diversity throughout the talent management process, setting aggressive workforce goals and accountabilities, strengthening employee engagement and accountabilities and evolving employee resource groups.



More online:

+ [Human Rights](#)

+ [Rogers Women's Network](#)

Employee health, safety and wellness

Why It's Material

The success of our organization is directly tied to the health, safety and well-being of our employees.

Management Approach

We have a comprehensive and integrated healthy workplace program. Our goal is always to protect people by preventing injuries, and we invest millions of dollars and millions of hours in safety training every year. We have robust programs and practices in place to identify and minimize potential hazards, and continually monitor those practices, our sites and our work to ensure employees remain safe. Our employees, from the front lines through to management, are committed to continuously improving these processes and our practice of safety, toward our vision of zero injuries.

We are also focused on strengthening the overall physical and mental health of our employees. This extends beyond medical benefits to helping our people lead healthy lifestyles at work, at home and in the community.



bWell employee wellness ambassadors

| Our performance trends | 2014 | 2013 | 2012 | 2011 |
|--|-----------|-----------------------|-----------------------|-----------------------|
| Work-related injuries: Lost-time incident rate ¹ Fatalities | 0.39 0 | n/a ² 1 | n/a ² 0 | n/a ² 0 |
| Number of Workplace Health & Safety Committees across Canada | 63 | 66 | n/a ³ | n/a ³ |
| Number of bWell ambassadors across Canada | 65+ | 62 | n/a ³ | n/a ³ |

¹ Per 200,000 hours worked

² Indicator first disclosed in year 2014

³ Indicator first disclosed in year 2013

+ Independently assured in 2014.

Workplace Health & Safety

This year, our ability to provide incident statistics improved as a result of the implementation of Health and Safety Zone – the online incident reporting system launched in 2013. Health and Safety Zone allows us to determine incident trends and discuss the appropriate preventive action. We collected our first complete year of data, which permitted a more comprehensive and in-depth review of the root causes of our hazards.

In 2014, our lost-time incident rate was 0.39 per 200,000 hours worked. While we didn't set targets for 2014, these results compare positively with the U.S. telecommunications industry average of 1.1 lost time accidents per 200,000 hours worked.

A National Health and Safety Policy Committee, 63 joint management-worker Workplace Health and Safety Committees representing our larger sites, and dozens of Health and Safety Representatives at our smaller sites across Canada, represent nearly 100% of our workforce and help monitor and advise on our programs and on their execution in the workplace. Every month the workplace committees complete regular inspections of all sites, and employees participate in this process by undertaking daily inspections of their personal protective equipment and company vehicles.

All new employees attend orientation sessions during which they are introduced to Rogers' Health and Safety program and, within their first weeks and months at Rogers, complete Health and Safety orientation independently and with their managers. Additional job-specific training is arranged by employees' managers prior to starting work and on an ongoing basis.

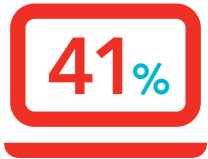
Employee health, safety and wellness

Continued



28,633

visits to the bWell website to
access wellness tools and info



increase online health challenge
participants considered "highly active"
(exercise 5-7 days per week)



of online Health Risk Assessment
respondents who agree that Rogers
acknowledges the importance of
employees' health and well-being



More online:
+ [bWell Website](#)

Key initiatives in 2014:

- We made an important step in managing the safety of our contractors by implementing ComplyWorks, a comprehensive contractor health and safety pre-qualification system.
- We continued a large-scale review of Rogers' entire Health and Safety program, and we will communicate and act on the lessons learned in 2015.
- Our four Executive Governance Councils met quarterly to discuss enterprise health and safety performance, strategy and issues within their respective lines of business. We also launched across-business Governance Council, comprising some of our most senior executives, including members of the Executive Leadership Team.
- Our promotional campaign for Health, Safety and Wellness Week in May 2014 was more robust and visible to employees than in previous years, and included communications from executive champions discussing the importance of health and safety.

In 2015, we will target our efforts on our most important hazards, including contractor safety, work at heights and confined space entry. We will also enhance safety training for all employees, with an increased focus on managers, as we continue to drive engagement in safety across the organization.

Employee Wellness

We have a growing network of volunteer bWell Ambassadors at Rogers locations across Canada, who promote wellness and support their co-workers in living healthier lives, as well as implement local initiatives to encourage participation and learning. At the end of 2014, there were 65 active bWell Ambassadors, up from 62 the previous year.

In 2014, thousands of employees participated in various initiatives offered through our bWell employee wellness program – including the fitness challenge, online health risk assessment and free onsite flu shot clinics. The bWell program was launched in 2009 to promote healthy living. Our wellness program is constantly evolving with new initiatives, including the development of a comprehensive mental health strategy that is based on the Psychological Health and Safety in the Workplace Standard by the Mental Health Commission of Canada.

In 2014, Rogers achieved Level 2 certification in Excellence Canada's Healthy Workplace program, meeting rigorous criteria for fostering a healthy workplace culture. We were also awarded the Certificate of Excellence from Hypertension Canada, which recognized bWell for initiating a variety of employee programs that promote awareness and control of hypertension and high blood pressure.

Accommodation

As part of promoting a healthy workplace, we offer accommodations to help all employees perform their work to the best of their ability. In 2014, for example:

- 445 employees from all designated groups were provided with ergonomic evaluations and modifications to their workstations.
- Return to work programs facilitated the return of 2,680 employees who were off due to injury or illness.
- Modified schedules, ergonomic chairs and other accommodations were provided to 57 pregnant women.

Environmental responsibility



Environmental responsibility

Strong environmental stewardship is an important part of our drive to be a sustainable business while positively contributing to the health of our communities and economy. To shrink the environmental footprint of our business operations, we are focused on reducing our three largest impacts: energy, paper and waste.

Highlights this year



**RACE TO
REDUCE**
THE SMART ENERGY OFFICE CHALLENGE

Our head office won the 2014 Race to Reduce Building Performance for lowest energy use in its building size category

4.7%

decrease in total greenhouse gas emissions from 2013



Our progress at a glance

✓ Achieved ✗ Not Achieved

| DESCRIPTION | 2014 | PROGRESS | RESULTS & COMMENTARY | 2015 |
|--|--|----------|--|---|
| | OBJECTIVES | | | OBJECTIVES |
| Material Issue: Energy Use and Climate Change | | | | |
| Energy use (GJ) | Make incremental improvements towards our 2025 targets | ✗ | Energy use increased by 5.2% over 2013 | Make incremental improvements towards our 2025 targets |
| GHG Emissions (tonnes of CO ₂ e) | Make incremental improvements towards our 2025 targets | ✓ | Scope 1 and 2 emissions were down 2.8% since 2013 | Make incremental improvements towards our 2025 targets |
| Material Issue: Paper Reduction | | | | |
| Paper use (tonnes) | Reduce paper for internal office use | ✓ | Paper for internal office use reduced by nearly 2% | Reduce paper for internal office use |
| Customers who receive electronic bills | Increase to 61% | ✗ | 60% | Increase to 65% |
| Material Issue: Waste and Recycling | | | | |
| Total waste recycled (tonnes) | Focus on employee engagement and awareness on recycling best practices | ✓ | Expanded Get Up & Get Green program to reduce office waste | Increase volume of recycled material and promote best practices |
| Percentage of total waste diverted from landfill | Increase percentage of total waste diverted | ✗ | Diverted 55%, down from 63% in 2013 | Increase volume of recycled material and promote best practices |

Energy use and climate change

Why It's Material

Climate change is important to all of us and it's critical that we do our part to mitigate our impact. At Rogers, we face risks due to climate change from:

- Increased energy costs resulting from any new climate change regulations; and
- Physical, operational and financial risks to our telecom infrastructure resulting from extreme weather events associated with climate change.

Management Approach

Rogers operates thousands of facilities, which include owned and leased buildings, cell transmission sites, power supply stations and retail stores, as well as an extensive vehicle fleet. We are committed to reducing the associated greenhouse gas emissions and energy consumption.

Our Environmental Steering Committee (ESC) is responsible for driving our environmental strategy, practices and progress, including addressing climate change risks and opportunities. Chaired by our VP, Corporate Real Estate, the committee consists of close to 40 representatives from across our business and reports to the CSR Governance Committee. Five sub-committees support the ESC to implement the environmental strategy.

Our Environmental Policy outlines our environmental standards, approach and management, and we have set clear targets to reduce our greenhouse gas emissions and energy consumption.

We assess both climate change risks and opportunities at multiple levels across Rogers, including by our CSR Governance Committee, ESC and Environment team through our annual carbon footprint assessment. Each year we participate in the Carbon Disclosure Project (CDP), reporting on our climate change impacts and how we are tackling them.

Energy Consumption

| Our performance trends | 2014 | 2013 | 2012 | 2011 |
|---|------------------------------|------------------|------------------|------------------|
| In GJ except for "Total energy use per revenue" | | | | |
| Direct energy use | 657,415 | 635,008 | 586,954 | 654,504 |
| Indirect energy use | 3,599,503 | 3,412,252 | 3,203,957 | 3,106,891 |
| Total energy use | 4,256,918¹ | 4,047,260 | 3,790,911 | 3,761,395 |
| Total energy use per revenue (GJ/\$ in millions) | 331 | 319 | 304 | 305 |

¹ Prior years data has been restated to include energy from fleet.

⬢ Independently assured in 2014.

We track all energy used across our enterprise, including Rogers owned and leased buildings, cell transmission sites, power supply stations, retail stores and vehicle fleet. In 2014, our total energy use increased by 5.2% from 2013. Relative to business growth (per revenue), energy use increased by 4% from 2013. Our business continues to grow, making continuous energy reduction challenging. We attribute the rise in energy use this year to the increased number of cable and wireless transmission towers to operate our network, and increased usage of our power supply stations and buildings. While energy use from our towers increased, the energy intensity per site has decreased. In addition, the energy consumption across our fleet was reduced by 3% over last year.



More online:

- + [Environmental Strategy](#)
- + [Environmental Management System](#)
- + [Environmental Governance](#)
- + [Green By Design](#)

Energy use and climate change

Continued

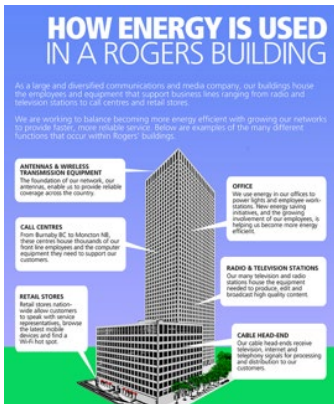
Energy Reduction Initiatives in 2014

Reducing our total energy use and associated carbon emissions continues to prove challenging due to increasing consumer use of our wireless and broadband networks. In response, we continue to improve the energy efficiency of our business operations, invest in innovative environmental technologies and drive behavioural change within the organization.

Over the past two years, a key objective has been to improve energy efficiency on a per-unit basis. As such we continue to invest in eco-friendly and efficient cooling systems to accommodate the increased energy use from our business growth.

Highlights from the past year:

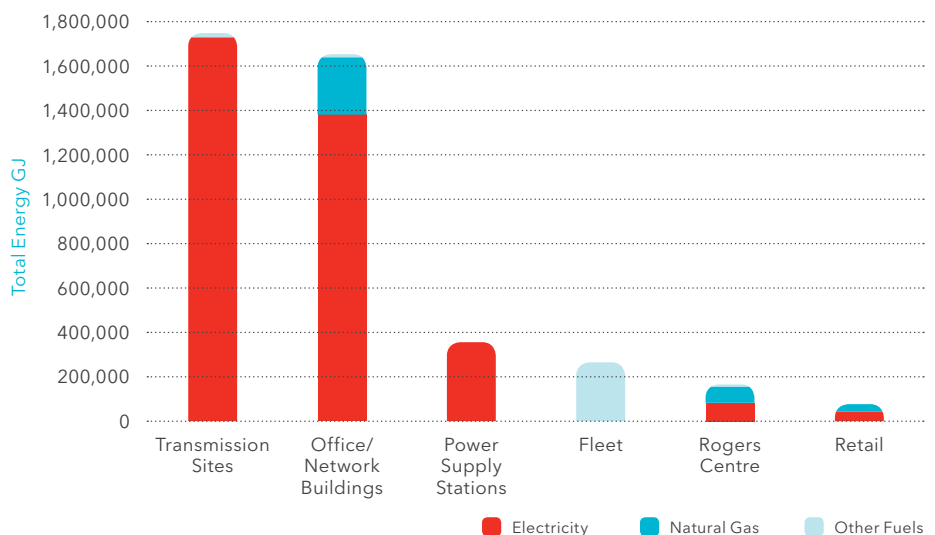
- We implemented lighting retrofits at four buildings, with an estimated savings of 800,000 kWh. Since 2011, we have retrofitted 15 buildings resulting in a reduction of roughly 4.5 million kWh (equivalent to powering over 550 Canadian homes for one year). This initiative reduce 1,500 tonnes of GHG emissions.
- We implemented HVAC control strategies at our head office, lowering its energy use by to approximately 200,000 kWh.
- We completed retro-commissioning studies at our buildings and implemented operational efficiency improvements, such as enhanced lighting schedules.
- Within our more than 7,000 wireless cell sites across the country, we continued to replace incandescent lighting systems with LED lighting to reduce power consumption and maintenance of lighting infrastructure. In 2014, we installed LED lighting systems at 88 cell sites that will result in a 96% energy reduction.
- We continue to invest in intelligent capacity design within our cable television "headends" (i.e., master facilities for receiving television signals for processing and distribution). In 2014, we installed energy efficient Computer Room Air Conditioning units at two of our largest facilities, with estimated savings of 450,000 kWh; provided training for approximately 90 technical staff on Cooling and Air flow management; and developed new design standards for cooling equipment.



More online:

[+ Learn how energy is used in a Rogers building](#)

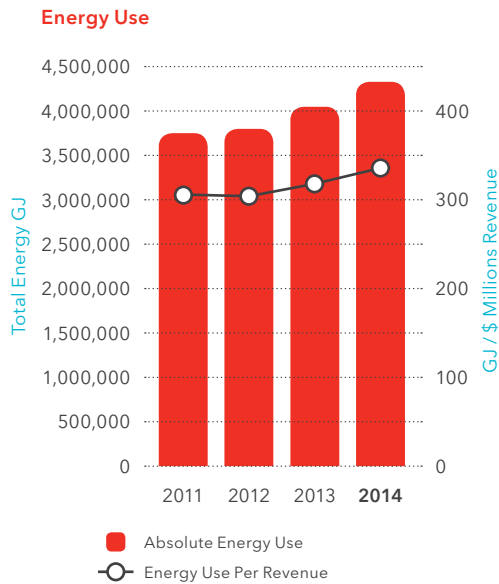
Energy Profile



Energy use and climate change

Continued

- At [Rogers Centre](#), we continued to replace natural gas control valves in the office areas, which will help achieve a consistent temperature and significantly improve energy efficiency once the project is completed in 2015. We also installed additional sub-meters that improve our ability to monitor and control electrical consumption, as well as reviewed load profiles to identify opportunities for energy reduction.



We've also continued to invest in energy efficiency technologies at our data centres, including:

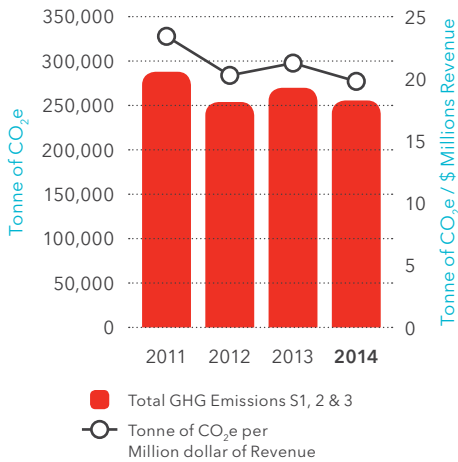
- Used energy efficient uninterruptible power sources (UPS) of 95% or better.
- Employed cooling technologies that monitor and optimize the climate, thereby reducing energy requirements.
- Incorporated new energy efficiency cabinets that provide twice the capacity and installed an innovative in-cabinet cooling system with a Power Usage Effectiveness (PUE) of 1.12.
- Decommissioned approximately 200kW of equipment as well as migrated and consolidated all the non-production equipment to a centralized data facility, thereby reducing the overall electrical load and providing much needed capacity for critical loads.
- LEED Silver Certification status at two of our data centres.

Rogers is an active participant in CivicAction's Race to Reduce. The program encourages commercial building owners, facility managers and tenants across the Greater Toronto Area to find innovative ways to save on energy, with the challenge of reducing their total energy use by 10% within a four-year period. Rogers has three buildings in the "race", including our headquarters at One Mount Pleasant – which won the 2014 Race to Reduce Building Performance Award for Lowest Energy Use in its building size category. It also scored 98 out of 100, an impressive 38+ points above the national average for commercial office buildings.

Energy use and climate change

Continued

GHG Emissions



Our Carbon Footprint

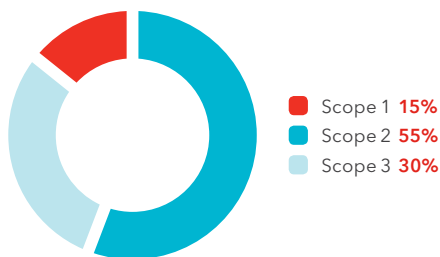
| Our performance trends | 2014 | 2013 | 2012 | 2011 |
|---|----------------|----------------|----------------|----------------|
| In tonnes of CO ₂ e except for "Total GHG emissions per revenue" | | | | |
| Scope 1 (eg. stationary combustion, mobile fuel and fugitive emissions) | 38,197 | 36,885 | 34,945 | 37,559 |
| Scope 2 (electricity purchases) | 140,928 | 147,383 | 133,677 | 159,889 |
| Subtotal S1 and S2 | 179,125 | 184,268 | 168,622 | 197,448 |
| Scope 3 (e.g. business travel, hotel stays, employee commuting, office waste) | 78,723 | 86,361 | 85,268 | 91,127 |
| Total GHG emissions | 257,848 | 270,629 | 253,890 | 288,575 |
| Total GHG emissions per revenue | 20 | 21 | 20 | 23 |
| Tonnes of CO ₂ e/\$in million | | | | |

Independently assured in 2014.

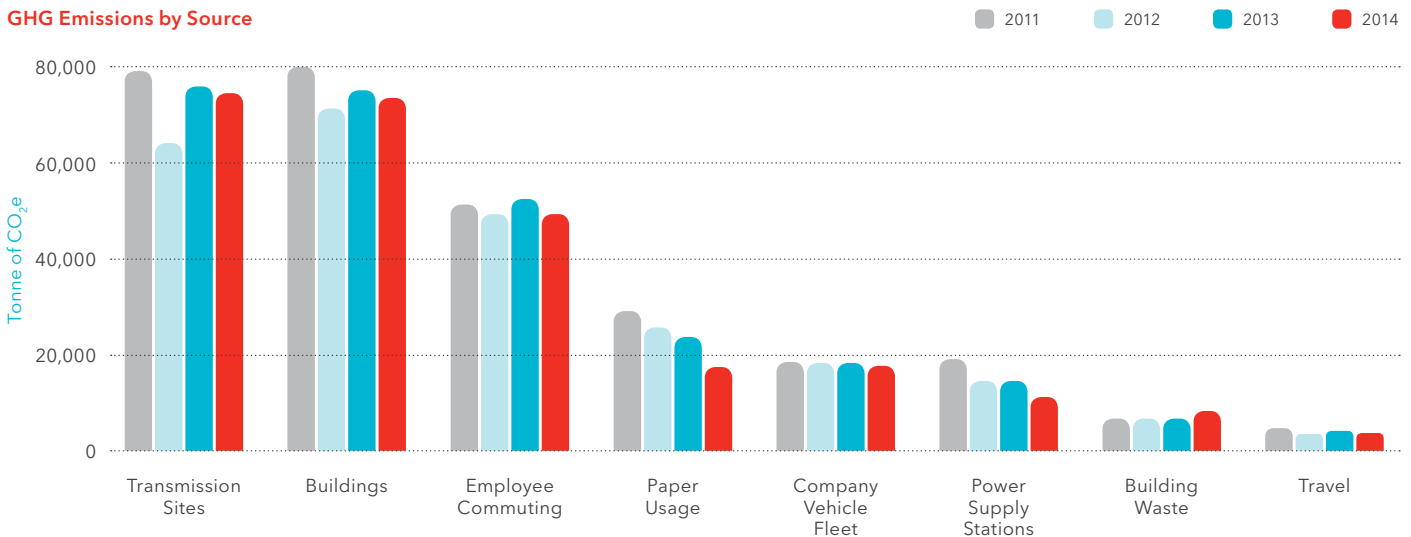
Our greenhouse gas (GHG) emissions for the three scopes in 2014 totaled 257,848 tonnes of carbon dioxide equivalent (CO₂e), down 4.7% from the previous year. Factoring in business growth, our GHG emissions per revenue decreased by 5.8% from 2013. We attribute the reduction to more favourable changes to the provincial greenhouse gas emission factors published by Environment Canada this year.

Our building portfolio, which includes our retail stores and Rogers Centre comprised the largest portion of our total emissions (29.1%), followed by transmission sites (29%), employee commuting (19.3%), and company fleet (7%).

GHG Emissions by Scope



GHG Emissions by Source



Energy use and climate change

Continued



Vehicle Fleet & Travel

Responsible management of our fleet of 1,938 commercial vehicles and employee travel is another way we are working to reduce our energy and carbon footprint. The scope of our activities includes service calls made with our vehicle fleet, business travel (including Toronto Blue Jays travel and hotel stays), and employee commuting to and from work.

Our total GHG emissions from our fleet, business travel and employee commuting was 71,473 tonnes of CO₂e, down 3.9% from 2013. This includes 49,703 tonnes of CO₂e from employee commuting, 18,082 from fleet, and 3,688 from business travel.

In 2010, Rogers Fleet started a vehicle efficiency initiative. This initiative involves the annual review of new vehicle technologies and selecting vehicles that offer efficiency gains. Where job function permits, new vehicles with more fuel-efficient smaller engines are selected and replace outgoing vehicles with larger engines. During 2014, this initiative resulted in the replacement of 75 vehicles with more fuel-efficient vehicles with reductions of annual fuel consumption by 67,637 litres and emissions reduction of over 155 tonnes of CO₂ emissions.

We use telematics in our Cable and Wireless service vehicles to track and report on vehicle and engine performance, enabling us to better manage and reduce fuel consumption and CO₂ emissions. Currently we have telematics in 1,895 vehicles. We enforce a corporate anti-idling policy for all Rogers vehicles to minimize emissions and fuel costs. In addition, 1,246 of our service vehicles have power inverter systems with backup power, which allow our drivers to operate tools and test equipment on the jobsite without having to run their engines, resulting in an annual CO₂ emission reduction of over 1,100 tonnes.

To reduce the need for business travel, we provide employees with TelePresence suites at our office locations across Canada. TelePresence is high-definition videoconferencing using one or more large television screens showing the remote locations as equal participants in meetings. In 2014, Rogers consolidated legacy videoconferencing systems into a high-speed IP network for a higher-quality, reliable user experience. Employees also use a number of digital platforms to connect face-to-face, including Skype, Microsoft Lync and Adobe Connect.

To help employees lower their GHG emissions in commuting to and from work, we encourage alternative methods of commuting to work by offering secure bike racks at many of our office locations, and a corporate discount for Toronto Transit Commission passes, of which 10,431 employee passes were distributed in 2014, up from 10,000 the previous year.

Corporate Environmental Targets

By the year 2025

Reduce energy use*
10% below 2011 levels

Reduce GHG emissions*
25% below 2011 levels

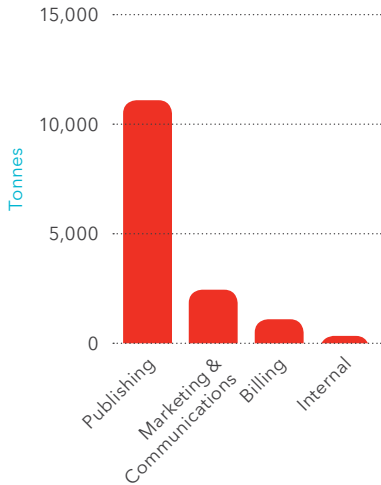
* Specific to Scope 1 & 2

We continue to view these strategic targets as a long-term vision. We recognize the challenges in achieving these goals, and results will be dependent upon our capital investments towards energy efficiency, progress towards cleaner sources of energy on the grid, advancements of technology, as well as the future direction on a climate change policy in Canada. The establishment of strategic targets helps us build awareness internally and gain broader understanding of the environmental impacts of our business.

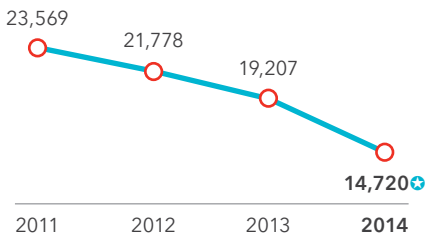
In 2014, we grew closer to our GHG emissions target for Scope 1 and 2 with a 2.8% reduction from 2013, and a 9.3% reduction from our base year of 2011. Our energy reduction target however remains a challenge, with our energy use increasing by 5.2% from 2013, and a 13.2% increase from our base year of 2011 due to our continued business growth.

Paper reduction

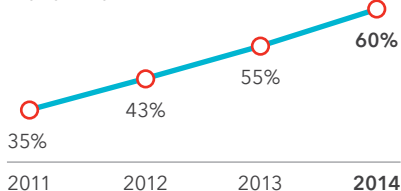
Rogers total paper usage



Total paper use Trend Line



Percentage of customers who received electronic bills Trend Line



Why It's Material

As owners of Canada's largest publishing company, combined with extensive customer communications, administrative and documentation processes across all our businesses, paper is part of our business.

Management Approach

We are committed to reducing the environmental impact of our paper use. Our Paper Reduction and Sourcing sub-committee oversees the effectiveness of our performance, as well as reduction and environmental responsible sourcing initiatives. And our Publishing Paper Procurement Practices promise guides our purchasing decisions for paper used for publishing.

We work with suppliers to ensure responsible paper sourcing, production and recycling, and encourage our employees to reduce their paper consumption. We also promote the benefits of e-billing to our customers, which help to reduce both paper and energy usage.

Our performance trends

| | 2014 | 2013 | 2012 | 2011 |
|--|---------|--------|--------|--------|
| In metric tonnes except percentage of customers | | | | |
| Total paper use | 14,720* | 19,654 | 21,778 | 23,569 |
| Publishing | 11,098 | 14,051 | 15,642 | 17,121 |
| Marketing & Communications | 2,362 | 4,084 | 4,264 | 4,333 |
| Billing | 937 | 1,190 | 1,563 | 1,753 |
| Internal office use | 323 | 329 | 309 | 362 |
| Percentage of customers who received electronic bills ¹ | 60%* | 55% | 43% | 35% |

¹ The total number of electronic bills sent divided by total number of bills sent.

* Independently assured in 2014.

In 2014, we reduced our total paper consumption by 25% from 2013. This was achieved by:

- Using less paper for internal office use and marketing and communications. By executing our internal print management strategy last year, we reduced office paper printing by 8% and removed over 70 print devices from the main campus in Toronto and Brampton in 2014. These actions saved approximately 360 trees.
- We reduced paper used for marketing and communications by 42% over the previous year.
- Promoting e-billing - which led to 60% of our customers receiving electronic bills, up from 55% the previous year. Additionally, for customers who receive print statements, we shifted to providing partial billing details on wireless phone usage instead of full detail billing. The partial billing details provide customers with information only on calls that resulted in charges beyond what is included in their package price. This initiative resulted in less pages overall.
- Increasing digital circulation of magazines offered by Rogers Publishing, Canada's largest magazine publisher, through its Next Issue Canada digital magazine subscription service. As a result, paper used in the production and printing of traditional magazines declined by 21% in 2014.

In addition to our reduction efforts, more than 98% of all of the paper we purchased (for marketing, internal paper use, billing and magazine publishing) was Forest Stewardship Council (FSC) certified. FSC certification assures customers that the development of our paper has been managed under strict conditions to ensure the protection of high conservation value forests, waterways, wildlife habitat and species.

Waste and recycling

GET UP & GET GREEN!

Expanded our innovative Get Up & Get Green employee recycling program, centralizing the collection of materials with new sorting stations across 10 buildings.

Why It's Material

Responsible management of materials we use and the waste we produce is important both to Rogers operational efficiency and the environment.

Management Approach

Reducing the amount of waste we produce is another important way we are managing our environmental footprint. Our Waste Management & Recycling sub-committee oversees the effectiveness of our performance and waste diversion initiatives.

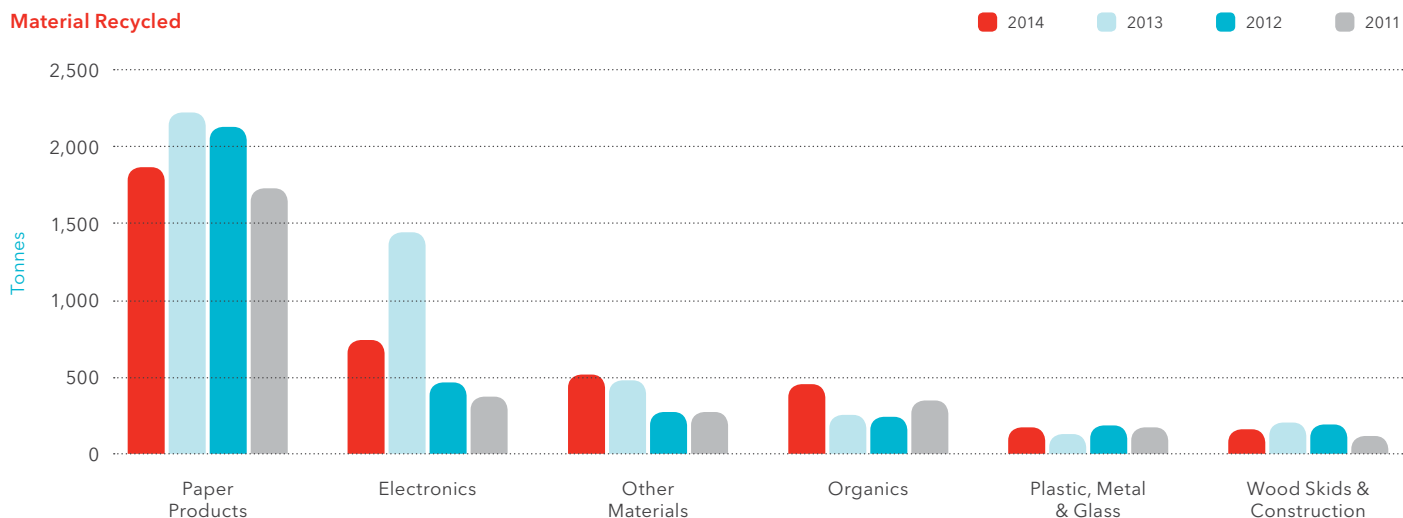
To reduce and responsibly manage waste we produce, we look for opportunities to avoid waste generation, run programs to recycle and reuse materials, and work to increase employees' recycling behaviours. We monitor waste generation and recycling performance across our office, retail and Rogers Centre properties through our three national waste management vendors and other vendors responsible for managing our telecom/IT-related products and confidential paper.

Our performance trends

| | 2014 | 2013 | 2012 | 2011 |
|---|-------|-------|-------|-------|
| In tonnes except percentage of total waste diverted | | | | |
| Total waste generated | 7,276 | 7,550 | 6,564 | 6,212 |
| Total waste recycled | 4,019 | 4,739 | 3,502 | 3,034 |
| Percentage of total waste diverted from landfill | 55.2% | 62.8% | 53.4% | 48.8% |

In 2014, we generated 7,276 tonnes of waste, a 3.6% reduction over 2013. We recycled 4,019 tonnes of these materials, down 15.2% from 2013, which can be attributed to less electronic waste collected. The majority of the recycled materials consisted of paper products (25.8%), followed by e-waste (10.2%). As a result, we achieved a company-wide diversion rate of 55.2%.

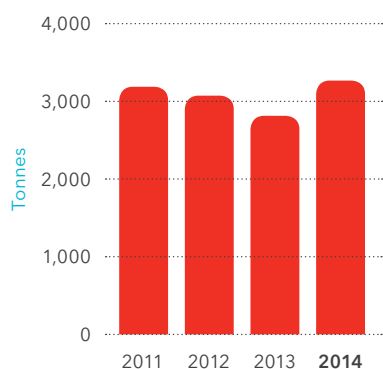
Material Recycled



Waste and recycling

Continued

Material to Landfill



Waste Composition



Engaging Employees

Following a successful pilot phase in 2013, this past year we expanded our Get Up & Get Green employee recycling program, replacing personal garbage receptacles and recycling bins across our employees' workstations with new centralized sorting stations. With a goal of improving employee-recycling efforts to reach a 70% diversion rate, the new sorting stations guide our employees on separating materials. To date, we have installed approximately 500 sorting stations in 10 buildings, and are bringing the program to more locations in 2015.

We made several program enhancements in 2014, such as revising the design and labeling of sorting stations to allow for easier use and greater participation, and expanded our organics pick-up in the buildings.

We also stepped up our efforts to educate and engage employees around the Get Up & Get Green program and recycling best practices. For example, we:

- Increased our communications and reached out to our Green Teams, employees and managers to build awareness.
- Participated in Waste Reduction Week in Canada, which featured our first employee office supply collection event at our Toronto and Brampton offices. With the assistance of the Green Teams, we collected over 700 binders and hundreds of stationary items, all of which were donated to the Boys and Girls Club of Canada.
- Hosted our annual Green Fairs, where we collected electronic waste and engaged suppliers to inform employees about waste reduction.
- Delivered waste diversion training at select sites, with the aim to reduce waste by diverting as much as possible into recycling and composting bins and lowering the amount of non-recyclable materials we use by 50%.

Other Waste Reduction Programs

Throughout our buildings and our supply chain, we implemented other waste reduction programs in 2014, such as:

- Our data centres in Markham, London, Ottawa, Edmonton, and Calgary collected e-waste as part of its Earth Day celebration. Since 2012, they have collected approximately 53 tonnes.
- Installed 3167 square metres of sustainable carpet, which contains no polyvinyl chloride (PVC) and is free of volatile organic compounds (VOCs).
- Added 10,000 reusable totes for distributing cable products among our warehouses and stores, for a total of 39,000. We estimate that this program has saved over 265 metric tonnes of corrugated cardboard in 2014.
- Eliminating styrofoam take-out containers and replacing them with biodegradable alternatives.
- Reducing the amount of kitchen food waste by 25% by introducing a formalized food waste tracking and reduction process.

We've also made it a priority to have 25% of all food for Rogers cafeterias, including at the Rogers Centre, locally and sustainably sourced by the end of 2015. To achieve this, we are participating with 100km Foods Inc. to access small to mid-size producers within the local Greenbelt region who are growing high quality produce and producing small batch grains, dairy, oils, vinegars, jams and other grocery items. Further, we are incorporating more seasonal recipes into menu planning to maximize local purchases throughout the whole year. This local food sourcing initiative not only improves the local economy and creates better connections between growers, operators and customers, but also reduces the impact on greenhouse gases created by conventional food production and transport.

Waste and recycling

Continued

Spills & Releases

In 2014, Rogers had no level 3 releases of halocarbon. Level 3 spills are those reportable to Environment Canada within 24 hours and are greater than 100 kilograms. We did have a number of smaller spills, including 49 level 2 releases which are reportable spills of 10 to 100 kgs, and 234 level 1 spills, which are less than 10 kgs and are not reportable to Environment Canada. We also had 3 fuel spills of less than 100 litres, which were contained immediately.

To help mitigate risks and manage spills and releases, we have procedures on halocarbon management, storage tank management and spills management and response through our Environmental Management System, and we conduct training for our employees who manage these programs.

Community investment



Community investment

Together with our charitable partners, we are committed to building strong communities and addressing issues that matter most to Canadians today like youth education and digital inclusion.

Highlights this year

\$70.8million

donated to help develop strong and vibrant communities

 **4,204**

households signed up for Connected for Success, an affordable Internet solution for youth and families with low incomes

 **149,535**

young Canadians benefited from educational programs funded by Rogers Youth Fund

Our progress at a glance

✓ Achieved ✗ Not Achieved

| DESCRIPTION | 2014 | PROGRESS | RESULTS & COMMENTARY | 2015 |
|--|--|----------|--|---|
| | OBJECTIVES | | | OBJECTIVES |
| Material Issue: Community Giving | | | | |
| Corporate donations | Donate 1% of pre-tax profits to causes that enrich our communities | ✓ | Donated 4%👉 of pre-tax profits | Exceed 1% pre-tax profits to causes that enrich our communities |
| Employees who volunteered through Rogers Employee Volunteer Program | 1,350 | ✗ | 1,263👉 | 1,350 |
| Material Issue: Digital Inclusion | | | | |
| Sign-ups for Connected for Success, Rogers' affordable Internet solution | Increase number of subscribers | ✓ | 4,204 low-income households signed up, an increase from 1,925 households the previous year | 1,200 additional subscribers |

✱ Independently assured in 2014.

Community giving



Exploring a Rogers Raising the Grade technology centre



Exploring a Rogers Raising the Grade technology centre



Rogers Santa Claus Parade, Vancouver

Why It's Material

One of our priorities is to be a strong Canadian growth company - and we can't do this without strong communities.

Helping our communities and building strong partnerships enhances our economy, benefits Canadians and also contributes to a happy and engaged workforce.

Management Approach

Our aim is to generate positive social and economic impacts through our community investments. To achieve that:

- We follow the benchmarks of corporate citizenship established by Imagine Canada, committing at least 1% of our net earnings before taxes to charities and non-profit organizations.
- Our Community Investment Steering Committee, consisting of senior level representation from various departments, sets and oversees the strategic direction of our giving to help ensure it is targeted, impactful and reflective of our brand and culture.
- We have a Corporate Donations and Sponsorship Policy to ensure that all donations align with our charitable giving strategy, are properly authorized, and tracked in order to have a greater impact in our communities.
- We also get our employees involved, with the Rogers Employee Volunteer Program being an important part of our community investment and employee engagement strategy. Our Volunteer Policy lays out how and where employees can volunteer on company time one day per year.

Corporate Donations

| Our performance trends | 2014 | 2013 | 2012 | 2011 |
|---|--------|--------|--------|--------|
| (\$ in millions) | | | | |
| Cash donations ¹ | \$10.4 | \$10.5 | \$11.6 | \$5.2 |
| Regulated community investment - cash donations | \$2.6 | \$2.7 | \$2.8 | \$3.2 |
| Total cash donations | \$13.0 | \$13.2 | \$14.4 | \$8.4 |
| Community investment - in-kind donations ² | \$24.6 | \$21.5 | \$16.3 | \$17.2 |
| Regulated community investment - in-kind donations ³ | \$33.2 | \$36.4 | \$37.4 | \$37.7 |
| Total in-kind donations | \$57.8 | \$57.9 | \$53.7 | \$54.9 |
| Total community investment | \$70.8 | \$71.1 | \$68.1 | \$63.3 |
| Percentage of pre-tax profits donated to charities and non-profit organizations | 4% | 3% | 3% | 3% |

¹ Cash donation figures for 2011-2013 have been restated to appropriately reflect our criteria for recognition of cash donations as described in the glossary of terms. This resulted in a decrease of cash donations of \$2.3M in 2013, \$1.9M in 2012 and \$1.4M in 2011.

² Due to changes in methodology and improved data collection processes, the "Total community investment - in-kind" figure was calculated differently from 2012. Prior year impact of these changes is considered immaterial.

³ This is the value of operating our Rogers TV community stations, which air local programming that promote local events and charities. It is a condition of license for broadcasting entities and therefore considered regulated community investment.

★ Independently assured in 2014.

Community giving

Continued



ROGERS Youth Fund™



"With the support and funding of Jays Care Foundation, the club has been able to not only put money directly into our programs, but also to deliver programming, and space for our programming, to club members in Kingston's west end."

Harold Parsons, Executive Director of the Boys & Girls Club of Kingston

In 2014, Rogers donated \$70.8 million in cash and in-kind donations to charities and non-profit organizations. This represented 4% of our income before taxes, up from 3% in 2013 and exceeding the giving benchmark of 1% established by [Imagine Canada](#).

Our main community program, [Rogers Youth Fund](#), impacted 149,535 young Canadians in 2014. The fund supported education programs - including homework clubs, tutoring and alternative schooling - offered by 16 community partners across Canada, helping youth excel both inside and outside the classroom. [Rogers Raising the Grade](#) is the signature initiative of Rogers Youth Fund, and is offered in Boys & Girls Clubs across Canada. The interactive afterschool program includes:

- **Mentoring** - youth are matched with mentors and tutors who provide help with schoolwork, personal interests and planning for post-secondary education.
- **Technology centres** - Rogers has equipped each Boys & Girls Club with a state-of-the-art technology centre, featuring the latest computers and electronic resources for participants' use. In 2014, we built an additional five centres allowing more Boys & Girls Clubs to offer Rogers Raising the Grade in Ponoka, AB; Hamilton, ON; Cornwall, ON; Riverview, NB; and Victoria, BC.
- **E-Learning** - An e-Learning component featuring videos, homework tools and activities to stimulate students in STEM subjects: Science, Technology, Engineering and Mathematics.



Our [Jays Care Foundation](#) raised \$3 million for programs that support physical activity, education and life-skill development among Canadian youth. For example, the Boys & Girls Club in Kingston, Ontario opened a new community hub for kids in late 2014, thanks in part to a \$150,000 grant from the Jays Care Foundation. The 55,000-square-foot facility features a full-size gym, 25-metre pool, a dance studio, a technology lab, an arts and crafts studio, and more, and will provide safe spaces for youth programming to more than 200 club members every day.

Rogers also supported a range of other causes in 2014, including arts and culture, social services and community diversity. For example, we donated \$125,000 to Vancouver's Presentation House Gallery to create the Philip B. Lind Emerging Artist Commission. The Gallery is the only one in Western Canada dedicated to photography with an emphasis on contemporary Canadian work.

Rogers Sportsnet announced a donation of \$750,000 to a new sports media program at Ryerson University - the first of its kind in Canada - which will house a state-of-the-art broadcasting centre. The donation includes funding for student scholarships, digital media training and a student-produced television series featuring university sports from across the country, with a few hours of coverage airing on Sportsnet 360 each year. This is an example of our regulated community investment, as the donation was driven from acquisition benefits from Rogers' purchase of The Score.

Helping Youth Bounce Back From Adversity

MH is a 17-year-old youth who goes to Hugh Boyd Secondary in Richmond, B.C. She was behind in most of her classes and wasn't expecting to graduate from high school - until she received support from the Rogers Connections Program delivered through the Richmond Youth Service Agency, a partner of the Rogers Youth Fund.

An agency volunteer, Marcella, provided MH with one-to-one help and guidance.

The result: her grades and attitude toward school improved considerably. She would even refer her group of friends to the program so they could work on their homework together.

MH has since been accepted into Douglas College's Psychology program. She hopes to pursue a career as a probation officer or similar role, as well as work with at-risk youth and be a motivational speaker for troubled teens.

Promoting Education and Community Health (PEACH), a partner of Rogers Youth Fund since 2011, helps marginalized people in Toronto's Jane and Finch community realize a better life, by integrating classroom education, positive mentoring for youth and social programs for families into a supportive environment.

With the support of Rogers Youth Fund, in 2014 PEACH was able to present a new program space to the community: a 4,300 square foot facility that allowed them to hire three teachers, an education assistant, two child youth workers, a school psychologist and a social worker.

Through Rogers Youth Fund, PEACH also offers the School Away from School (SAS) program for youth at risk of failing out of the schooling system. The program has achieved these impressive results:

- Over 75% of PEACH Students successfully transition back to their respective schools for matriculation.
- PEACH attendance rates improve an average of 30% over attendance rates in traditional program.

Moncton Employees Take Part in United Way's Day of Caring



Stacey Schram,
Senior Manager, Cable Repair

What do you enjoy the most about participating?

Giving back! Giving really is better than receiving, and knowing you are helping make a difference in the lives of others. I wish I would have started participating sooner. I look forward to this very special day all year round.

Employees at our Moncton call centre participated in a day of volunteering through United Way of Greater Moncton and Southeastern New Brunswick's 'Day of Caring'. Almost 100 Rogers employees participated at various organizations supported by United Way. Projects varied depending on the charity and included:

- Painting and landscaping at the Moncton Boys & Girls Club and helping out at their Rogers Raising the Grade Tech Centre.
- Baking for the before and after school programs at the Riverview Boys & Girls Club.
- Painting, cleaning and installing new floors at the PEDVAC Foundation.
- Sorting donated clothing and food at the St. Joseph's Vestaire.
- Assisting with maintenance on Dobson's Trail.



Community giving

Continued



Rogers employees volunteering



Rogers employees volunteering



Rogers employees taking part in Move for Hope, in support of the Canadian Women's Foundation

Employee Giving and Volunteerism

| Our performance trends | 2014 ¹ | 2013 | 2012 ² |
|---|-------------------|-------|-------------------|
| (\$ in millions) | | | |
| Employees who volunteered through Rogers Employee Volunteer Program | 1,263* | 1,386 | 5,121 |
| Volunteer hours invested by Rogers employees | 8,210* | 9,009 | 3,328 |

¹ In 2014 we improved our tracking of this metric, and increased the scope of what is in the reported number.

See Glossary of Terms for details.

² Program introduced in September 2012.

* Independently assured in 2014.

We actively support employees' community activities through the Rogers Employee Volunteer Program. Employees can volunteer for one paid day each year with either Rogers Youth Fund, one of our charitable partners or a charity that's important to them. On our dedicated online volunteering portal, employees can review and choose volunteer opportunities that interest them.

This past year, our people continued to make a difference, with 1,263* employees who reported volunteering through our Employee Volunteer Program's online portal, representing 8,210* volunteer hours. These numbers are lower than the previous year, and we believe the decline may not reflect actual employee behaviour, but a lack of awareness and usage of our online volunteer portal, which we use to track volunteer experiences. In 2015, we will be making the tool easier to use and better promote it among employees and managers, which should produce in more comprehensive volunteer data.

Examples of giving and employee volunteerism in 2014:

- Rogers employees ran another successful United Way Campaign in 2014, raising over \$1.16 million for United Ways across Canada, making us a United Way "Thanks A Million Donor". At United Way Toronto's celebration dinner, Rogers received the Leadership Spirit Award for best leadership campaign in the city, while in Moncton we were named one of the top 10 corporate donors by United Way Greater Moncton and Southeastern New Brunswick. Also in Moncton, our regional campaign chair Jennifer Wilson received the Larry Hutchinson Award of Distinction in recognition of a superior level of achievement or sustained dedication to the annual campaign as a volunteer.
- The Rogers Women's Network was the top fundraising team in Toronto for the Canadian Women's Foundation Move for Hope, with a contribution of \$18,000 to the fundraiser to combat violence against women and children.

We also offer volunteer opportunities for the public through our community channel, [Rogers TV](#). In 2014, we worked with 2,606 community volunteers, providing opportunities to learn hands-on skills in a real production environment. We train volunteers, who work side-by-side with professional television producers, and our recognition program rewards community members who have volunteered at a station for five, 10, 20 or even 30 years.



More online:

+ [Rogers Youth Fund](#)

+ [Jays Care Foundation](#)

Digital inclusion

Why It's Material

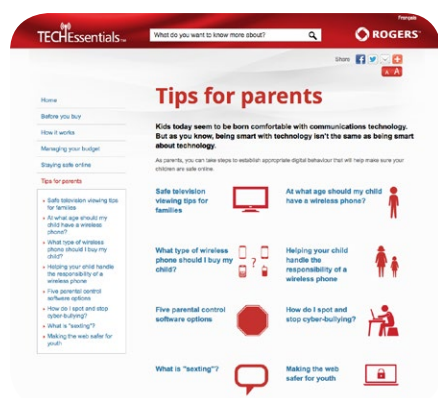
Internet access is an essential tool in today's economy, yet many Canadians cannot afford Internet access or lack the skills and confidence to make the most of the Web.

Management Approach

We've worked hard to develop the best networks for our customers, giving them access to the innovative opportunities that come with being connected. But we're also aware of our responsibility to help those that don't have access to technology that is vital for learning, living and succeeding in today's economy.

Digital inclusion is a priority for Rogers and one of the best ways we can contribute to society. Although digital inclusion is a responsibility of many teams within the company, our Community Investment Steering Committee oversees our main program, Connected for Success.

Connected for Success™



Tech Essentials



More online:

[+ Connected for Success](#)

[+ Tech Essentials](#)

Our performance trends

(\$ in millions)

Number of additional people who signed up for Connected for Success, an affordable Internet solution for youth and families with low incomes

2014

2013

4,204

1,925¹

¹ Program introduced in June 2013.

Affordable Internet Access

We're aiming to bridge the gap on digital inclusion with the [CONNECTED FOR SUCCESS™](#) program. This past year, 4,204 low-income households in Toronto signed up for the program for a total of 6,129 total subscribers. The program began in 2013 and offers subsidized broadband Internet for families with low incomes currently living in Toronto Community Housing. In 2014, we increased the download speed to improve the customer experience from 3Mbps download speed to 10Mbps. Through the program, we also work with our partners to provide the option to purchase a subsidized computer for \$150, or laptop for \$199, with free preloaded software from Microsoft.

Access to technology also plays a vital role in connecting many remote, rural and low-population communities, where the digital divide is greatest. For more information on our network expansion, please visit the [Customer experience](#) section of this report.

Digital Literacy

In addition to increasing physical access to the Internet, we are working to improve Canadians' digital literacy to help them make the most of technology:

- Our Tech Essentials initiative with the *Canadian Centre for Child Protection* is an educational program and website. A "Parent Tested/Parent Approved" award winner, the initiative offers information ranging from how to make smart digital choices on matters such as data usage, to tips and resources for parents on managing their child's online use. The program also includes an online and in-store "Ask the Experts" series.
- Through Rogers Youth Fund, we have invested in technology centres at 41 Boys & Girls Clubs of Canada, which give tens of thousands of youth the opportunity to increase their digital skills and prepare for the modern economy.

Economy and society

A man with dark hair, smiling, wearing a red polo shirt with the Rogers logo on the chest. He is standing in front of a wall with a large Rogers logo. The background is slightly blurred, showing an indoor setting with a white wall and a glass partition.

 ROGERS™

 ROGERS

Economy and society

We are committed to being a strong Canadian growth company and having a positive impact on our local economies and Canadian society.

Highlights this year

\$942 million

provided to our shareholders in the form of dividends

\$8.2 billion

spent on goods and services

\$1.1 billion

in taxes and other government payments

\$2.2 billion

sales and payroll taxes collected on behalf of governments

Our progress at a glance

✓ Achieved ✗ Not Achieved

| DESCRIPTION | 2014 | PROGRESS | RESULTS & COMMENTARY | 2015 |
|---|--|----------|--|--|
| | OBJECTIVES | | | OBJECTIVES |
| Material Issue: Economic Performance | | | | |
| Total economic value distributed | Be a strong contributor to the Canadian economy by increasing our total economic value distributed | ✓ | Increased our total economic value distributed by 4%, to \$12.4 billion📈 | Be a strong contributor to the Canadian economy by increasing our total economic value distributed |
| Material Issue: Supply Chain Management | | | | |
| Percentage of competitive bid processes where the supplier agreed to our Supplier Code of Conduct and Business Conduct Guidelines | 100% | ✓ | 100% | 100% |
| Public Policy | | | | |
| Contributions to political parties | Transparently disclose our political donations | ✓ | \$142,350📈 | Transparently disclose our political donations |

✱ Independently assured in 2014.

Economic performance

Why It's Material

As a large company in Canada, our performance impacts local economies, society and the well-being of our communities

Contributing to a healthy marketplace and local economies benefits our long-term success

Management Approach

Profitable growth and strong economic results enable us to offer innovative solutions for customers, create diverse and well-paying jobs, support small businesses, pay our fair share of taxes and deliver robust dividends to shareholders. Beyond these direct economic impacts, our performance produces indirect economic benefits as well, including significant charitable donations and locally procured goods and services.

In all these ways, we create shared value for our stakeholders. Rogers Board of Directors oversees the company's overall economic performance. The Finance Committee reviews matters relating to the company's investment strategies and general debt and equity structure.

2014 Operating Revenue by Segment



- Wireless **56%**
- Cable **27%**
- Media **14%**
- Business Solutions **3%**

Our performance trends

| | 2014 | 2013 ² | 2012 ² | 2011 ² |
|--|------------------|-------------------|-------------------|-------------------|
| As of December 31 (\$ in millions) | | | | |
| Employee salaries and benefits | \$1,940* | \$1,940 | \$1,813 | \$1,753 |
| Dividends and shareholders' equity transactions | \$942* | \$917 | \$917 | \$976 |
| Interest on long-term debt and other interest expenses | \$817* | \$742 | \$664 | \$738 |
| Income tax expense ¹ | \$506* | \$596 | \$610 | \$535 |
| Community investments – cash donations | \$13* | \$13 | \$14 | \$8 |
| Supplier spend | \$8,210* | \$7,752 | \$7,920 | \$7,756 |
| Total Economic Value Distributed | \$12,428* | \$11,961 | \$11,938 | \$11,766 |

¹ Cash income taxes paid were \$460 million*, \$496 million, \$380 million, and \$99 million respectively for the years ended 2014, 2013, 2012, and 2011. Income tax expense differs from income tax paid due to the timing of tax deductions.

² Certain comparative figures have been revised to reflect the changes to cash donations. Refer to footnote 1 on page 60 for more details.

* Independently assured in 2014.

Economic Value Distributed

In 2014, our total economic value distributed increased to \$12.4 billion*, from \$12 billion the previous year. Highlights include:

- As a result of strong business performance, Rogers delivered solid returns to shareholders in 2014. We grew revenues to \$12.9 billion and increased our annualized dividend per share by 5% over the previous year, to \$1.92 per Class A Voting and Class B non-Voting share.
- Rogers paid \$1.94 billion* in salaries and benefits in 2014 and provided other economic benefits to employees through savings plans, pension plans and discounts.

Taxes



- Income taxes **40%**
- Payroll taxes **12%**
- Broadcast, spectrum and other regulatory fees **43%**
- Property, business, non-recoverable sales taxes and other customs duties **5%**

Income Tax and Other Government Payments

We proactively manage our tax affairs to optimize after-tax free cash flow available for investment in our business and shareholder returns. We have policies and procedures to ensure compliance with all tax laws and reporting requirements, including filing and making all requisite income and sales tax returns and payments on a timely basis. As a part of this process, we maintain open and cooperative relationships with revenue authorities to minimize audit effort and reduce tax uncertainty, while also engaging with government policy makers on taxation matters that impact our shareholders, employees, customers and other stakeholders.

In addition to paying income tax on the profits we earn, we contribute significantly to Canadians by paying the following taxes and fees to federal, provincial and municipal governments:

- Various taxes on the salaries and wages we pay (payroll taxes) to approximately 27,000 employees;
- Property and business taxes;
- Unrecoverable sales taxes and custom duties; and
- Broadcast, spectrum and other regulatory fees.

As outlined in the table below, the total cost to Rogers of these payments in 2014 was approximately \$1,140 million. In addition, we also collected on behalf of governments approximately \$1,667 million in sales taxes on our products and services and \$545 million in employee payroll taxes.

Income Tax and Other Government Payments

| (\$ in millions) | Income taxes | Sales taxes paid | Payroll taxes | Regulatory & spectrum fees ¹ | Property & business taxes | Total |
|------------------------------------|----------------|------------------|----------------|---|---------------------------|------------------|
| Canadian Federal Government | \$265.5 | - | \$78.6 | \$496.1 | \$2.8 | \$843.0 |
| British Columbia | 14.3 | 3.6 | 1.5 | - | 3.6 | 23.0 |
| Alberta | 5.4 | - | 0.2 | - | 4.4 | 10.0 |
| Saskatchewan | 7.8 | 0.1 | - | - | 0.3 | 8.2 |
| Manitoba | 3.1 | 0.4 | 0.2 | - | 0.6 | 4.3 |
| Ontario | 141.7 | 3.8 | 35.2 | - | 21.5 | 202.2 |
| Quebec | 13.2 | 0.5 | 15.2 | - | 7.4 | 36.3 |
| Maritime Provinces | 9.0 | - | 0.6 | - | 3.4 | 13.0 |
| Total | \$460.0 | \$8.4 | \$131.5 | \$496.1 | \$44.0 | \$1,140.0 |

¹ Includes an allocation of \$264.5 million relating to the \$1.0 billion and \$3.3 billion we paid for the acquisition of spectrum licences in 2008 and 2014, respectively.

Independently assured in 2014.

"Beyond the financial investment, the experience Rogers brings to the table will help businesses better compete with global counterparts, drive new job creation and invigorate the technology community across the country."

James Maynard,
Wavefront President and CEO

Fueling Homegrown Technology Businesses

In 2014, we committed \$4 million to Wavefront, Canada's Centre of Excellence for Commercialization and Research, to fuel the growth of digital entrepreneurs across Canada, including those involved in machine-to-machine (M2M), the Internet of Things (IoT) and wireless applications. Over the past six years, Wavefront's incubation and acceleration of technology businesses has resulted in thousands of new jobs in Canada, and hundreds of millions of dollars to Canada's GDP.

Over the next five years, Rogers will:

- Offer financial resources, technology tools, training and mentorship programs to thousands of technology businesses and entrepreneurs that walk through Wavefront's doors.
- Sponsor the development of new programs including the *Wavefront National Accelerator Program* and *Commercialization Support Program*.

Rogers has also been a supporter of young entrepreneurs, including a \$500,000 commitment to Ryerson University's Digital Media Zone (DMZ). DMZ is one of Canada's largest business incubators and co-working spaces for entrepreneurs.

In 2014, we launched Rogers Talks, a series of free events for small businesses in conjunction with Small Business Month. Experts in social media, marketing and sales were on hand to talk about how technology can help small business owners grow.

Supply chain management

Why It's Material

Effectively managing our supply chain is key to being a sustainable business.

Stakeholders look to us to use our influence as a large purchaser to drive socially responsible practices throughout our supply chain.

Management Approach

Suppliers play a huge role in our success, which is why we ensure that we have strong supplier selection processes and management, and that we conduct business with socially and environmentally responsible companies who share our values. Our Supplier Code of Conduct sets out high standards for supplier performance in the areas of ethics, labour rights, health and safety, the environment and management systems. We also require that suppliers extend the Code to their own sub-contractors.

Oversight of our supply chain practices is the responsibility of our SVP, Procurement & Supplier Management, who sits on Rogers CSR Governance Committee.

Our performance trends

| | 2014 | 2013 | 2012 | 2011 |
|---|----------------------|---------|---------|------------------|
| Total suppliers ¹ | 15,623 | 16,479 | 17,481 | n/a ² |
| Total supplier spend (\$ in millions) | \$8,210 ³ | \$7,753 | \$7,920 | \$7,756 |
| Percentage of competitive bid processes where the supplier agreed to our Supplier Code of Conduct and Business Conduct Policy | 100% | 100% | 100% | 100% |
| Percentage of invoices received electronically | 70% | 77% | 29% | n/a ³ |
| Percentage of purchase orders delivered electronically | 100% | 100% | 100% | n/a ³ |

¹ In 2014, we reassessed our supplier base and simplified our categorization of suppliers. As a result, the 2011, 2012 and 2013 figures have been restated to align with our new methodology, which now excludes freelance consultants and Rogers employees as formal suppliers.

² Data is not available in year 2011.

³ KPI introduced in 2012.

³ Independently assured in 2014.

Supply chain management

Continued

Supply Chain Management

In 2014, Rogers spent \$8.2 billion up from \$7.7 billion in 2013, on procuring an extensive range of goods and services. We worked with 15,623 suppliers across Canada and internationally. As our core business remained unchanged in 2014, there were no significant changes to the structure of our supply chain or location of our suppliers. However, we did simplify how we define and categorize our suppliers, which resulted in lower supply chain figures reported this year.

When assessing our supply chain, it is important to note that Rogers is not a manufacturer. We procure goods and services to operate our business effectively and serve our customers. The types of products we procure for our business include the following:

| | |
|--|---|
| For our communications business | <ul style="list-style-type: none">• Network and IT infrastructure equipment and services• Cable, Internet and wireless hardware for our customers• Support services and software for our call centre operations |
| For our media business | <ul style="list-style-type: none">• Broadcasting equipment• Paper for publishing consumer/business magazines |
| For corporate and internal business | <ul style="list-style-type: none">• Marketing services• Human resources services and benefits administration• Professional services |

While Rogers does not have a specific mandate for using Canadian based suppliers, we do so wherever possible. Approximately 78% of our top 230 suppliers have headquarters in Canada or have a Canadian subsidiary with significant operations in Canada.

Our Procurement and Supplier Management team uses industry accepted practices to select suppliers and to provide a fair and transparent competitive bid process, including:

- Request for Quotation;
- Request for Proposal;
- Tender, Best and Final Offer;
- Reverse Auction; and
- Request for Information, which we use in some instances to help us better identify suitable suppliers.

We have a formal grievance process that allows potential suppliers to appeal a contract award decision if they believe our contracting process was not conducted in a fair, transparent manner in line with our Supplier Code of Conduct and Rogers Business Conduct Policy. Our supplier portal outlines how to file a grievance with Rogers.

Supply chain management

Continued

Ethical Procurement Practices

All of our suppliers who undertake a competitive bid process must agree to our Supplier Code of Conduct, which outlines the labour, social, human rights, and environmental compliance and values we expect from our suppliers. In the bid process all companies are asked whether they have been in violation of the code within the last two years, and whether they have gone above and beyond the code in the last two years. In 2014, 100% of our suppliers in the competitive bid process agreed to our Supplier Code of Conduct, and no existing or new suppliers violated the code during the course of business last year.

We have always had strong supply chain management processes. In 2014, we developed a new Ethical Procurement Practices (EPP) strategy, which took effect on January 1, 2015 and aims to further embed sustainability into our supply chain through robust goals and tactics for ethical procurement. For example:

- It is now a mandatory requirement for all suppliers to complete our new EPP survey, introduced in early 2015, in addition to reviewing and accepting the terms of both our Business Conduct Guidelines and Supplier Code. The survey asks suppliers to answer a series of questions based on labour, environmental, social, health and safety and ethical policies and behaviours to ensure that our suppliers have the same values as us.
- We updated portions of our Supplier Code to define our enhanced monitoring and measuring of supplier activities to ensure their compliance with the code as well as industry norms related to ethical and sustainable practices.
- All employees throughout the company who are involved in purchasing must undergo training to ensure their understanding of the Supplier Code, our new EPP strategy and how to embed CSR considerations in their everyday business choices.

Although we do not manufacture telecommunications products, conflict minerals have been a topic of worldwide concern among stakeholders of telecommunications companies and manufacturers. Within our top 200 suppliers, 91% of the companies from which we procure either handsets, IT or network equipment have a publicly available policy or statement related to conflict minerals. All of our handset suppliers are also members of organizations such as Conflict-Free Sourcing Initiative or have filed reports to the U.S. Securities and Exchange Commission (SEC) in compliance with the Dodd-Frank Act.

Our Supplier Code of Conduct has a section on conflict minerals requiring that suppliers evaluate the origin or source of their materials to verify that they have not been mined from a conflict zone. If conflict minerals are found in their materials, the supplier must disclose this to us and take steps to develop and implement controls to avoid these minerals in the future.

Supply Chain Risk Management

As a provider of communications services that are integral to people's lives, it is important that Rogers has plans and procedures in place to mitigate business or service disruptions. We therefore strive to choose suppliers who are reliable and work with us in providing our customers the level of service they expect.

We have built risk assessment into the sourcing process seeking a weighted balance between cost, risk, flexibility and performance. This ensures that suppliers that fall outside our risk profile are eliminated during the supplier selection process. We also use the following tools and control procedures to manage risks around third party service providers:

- Contractual requirements to adhere to Rogers Supplier Code of Conducts;
- Verification and monitoring of third party certifications;
- Implementation of robust governance structures and key performance indicators; and
- An on-boarding process that requires third parties to follow Rogers security processes for physical and virtual access to Rogers assets.



More online:

+ [Supplier Code of Conduct](#)
+ [Supply Chain Management](#)

Public policy

Why It's Material

Rogers operates in a highly regulated industry, making public policy affairs and regulatory compliance crucial issues of relevance for our company.

Management Approach

We participate actively in public policy discussions that are relevant to our operations and are fully transparent about our positions and activities. We are heavily involved with governments and regulators at the federal level through our Regulatory and Government Relations offices and teams in both Toronto and Ottawa. The majority of our interactions take place with two groups that regulate our activities: i) the CRTC and ii) Industry Canada.

All interactions with elected officials and government employees are governed by Rogers Business Conduct Policy. This policy outlines appropriate lobbying activities. Rogers does, on occasion, provide contributions to political parties in Canada, which are made in full compliance with all applicable laws and Rogers Business Conduct Policy and must be approved by our VP, Government Relations in accordance with our Donations Policy.

Our Regulatory, Public Policy and Government Relations teams are under our Chief Corporate Affairs Officer reporting directly to our CEO.

**\$30.9
million**

invested by the Rogers Group of Funds to help ensure a thriving Canadian television and film industry

Our performance trends

| | 2014 | 2013 | 2012 | 2011 |
|--|------------------------|------------------|------------------|------------------|
| Contributions to political parties | \$142,350 ⁺ | n/a ¹ | n/a ¹ | n/a ¹ |
| Funding provided to support Canadian film and television production through the Rogers Group of Funds (\$ in millions) | \$30.9 | \$27.6 | \$25.8 | \$31.2 |

¹ Indicator first disclosed in 2014.

⁺ Independently assured in 2014.

The telecommunications and broadcasting sectors are changing at a rapid pace. Rogers faces competitive challenges from domestic regulated operators but also unregulated over-the-top providers. We believe that regulatory and public policy needs to keep up with technological change and consumer expectations.

As one of Canada's premier telecommunications network builders, Rogers advocates facilities-based competition for telecommunications services, which promotes technological innovation and competition. Canadians are among the world's heaviest consumers of communications services and have come to expect world-class service. We believe it is only possible through continuous investment and innovation and we support the Government of Canada's policy to rely on market forces and to increase investment incentives to the greatest extent possible.

In broadcasting, as with telecom, we believe in putting Canadians first. The viewing habits of Canadians are changing rapidly. Canadians want more choice and flexibility. They are also consuming an increasing amount of their services online, through "over-the-top" video streaming competitors. A level playing field will ensure that Canadians receive the best television choices available now and in the future.

Public policy

Continued

All of our federal lobbying activities are reported monthly with the Office of the Commissioner of Lobbying of Canada. In our 2014 Annual Report, pages 73-77 ("Regulation In Our Industry") provide a detailed discussion of government regulation and regulatory developments that affected Rogers last year.

In 2014, Rogers contributed \$142,350 to political parties, campaigns and candidates in Canada. We do not make political contributions outside Canada. Further details of our contributions are available on each province's elections agency website.

Supporting Canadian Content

We support the CRTC's primary objective of fostering a strong and diverse Canadian broadcasting system by making significant financial contributions for the creation of Canadian programs. We devote a percentage of our revenues to supporting Canadian independent producers through our suite of three funds – Telefund, Cable Network Fund and Documentary Fund – collectively, the [Rogers Group of Funds](#).

For 34 years, the Rogers Group of Funds has been helping producers succeed both critically and commercially, providing not just dollars but also an in-depth knowledge of the film and television sectors. In 2014, the Rogers Group of Funds supported 102 different productions in English and French, investing \$30.9 million – up from \$27.6 million the previous year – to encourage the development of innovative and creative Canadian content for film and television.

In addition, we also support individual arts and culture sponsorships. For example, we continue to sponsor the Rogers Best Canadian Film Award, one of the richest arts awards in the country, with Sixth Wave Productions winning the \$100,000 cash prize in 2014 for its production, *Watermark*.

\$445+
million

in support and investment for
the Canadian television and film
industry provided by the Rogers
Group of Funds since 1980.

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We invite your feedback and questions about this report.
Please email us at csr@rci.rogers.com

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