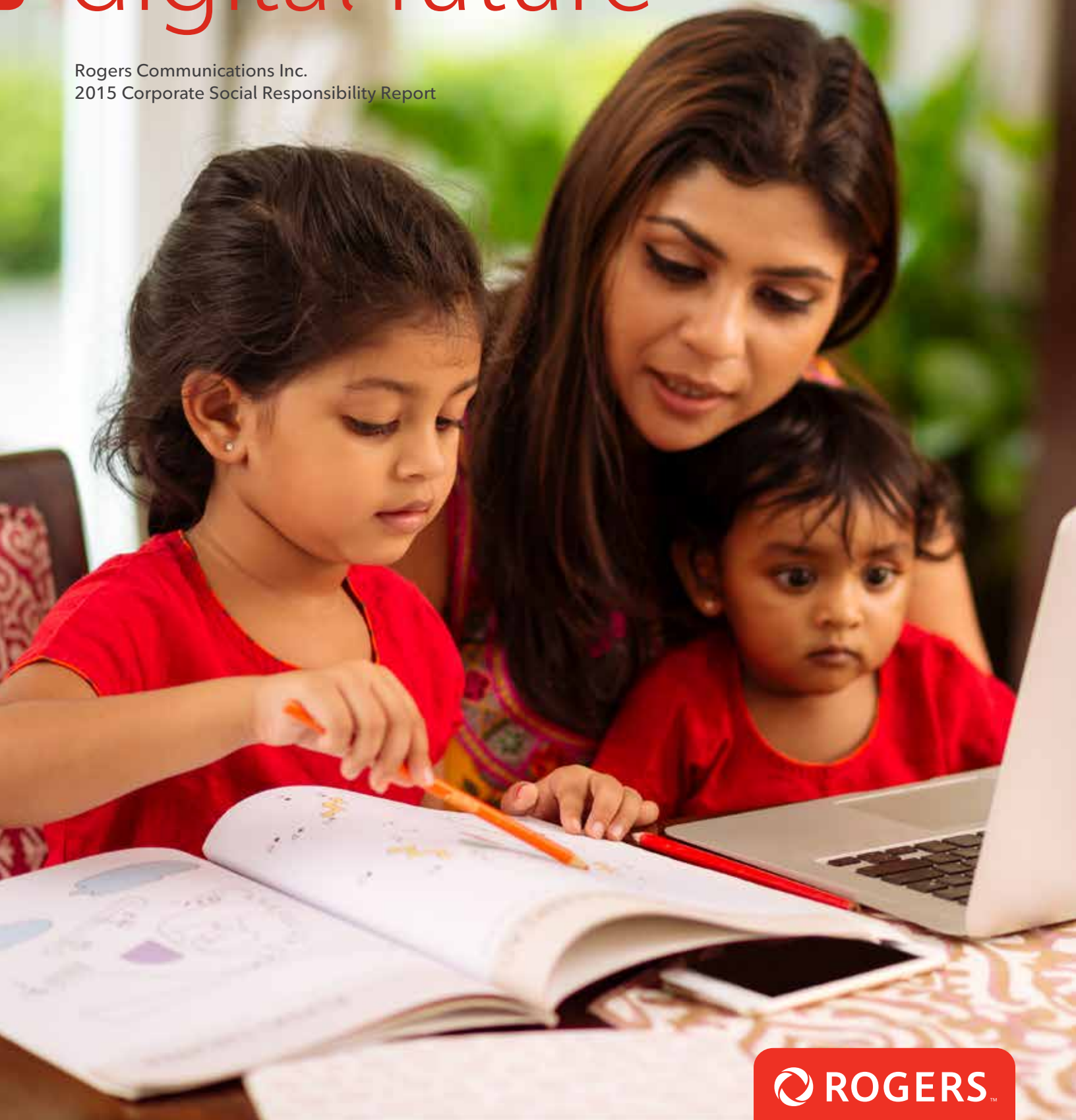


Building a brilliant digital future

Rogers Communications Inc.
2015 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 2015 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 2015 and the progress we've made to address our top material issues identified through our stakeholder engagement exercise. 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 Global Reporting Initiative (GRI) G4 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 dig deeper on topics of interest, access a [Glossary of Terms](#) used throughout our Report, read featured stories, download past CSR Reports and more.

GRI compliance

To guide our CSR reporting, we have used the GRI's G4 Sustainability Reporting Guidelines. We self-declare that our 2015 CSR Report has been prepared in accordance with the G4 core reporting requirements. Download our [2015 GRI Index](#).

Data measurement

Our CSR team 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 has been authenticated by internal subject experts and reviewed by management. All currency is in Canadian dollars.

External assurance

For the fourth 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 2015 assurance report on selected performance indicators is on page 4 of this Report, and KPMG's audit report on Rogers 2015 consolidated financial statements is on page 90 of [Rogers 2015 Annual Report](#).

Help us improve

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

Symbol key

Assurance

✦ Data assured by KPMG in 2015

Goals and targets

✓✓ Exceeded

✓ Achieved

✗ Missed

External assurance statement

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, 2015, on certain quantitative performance information disclosed in the 2015 Corporate Social Responsibility Report (the Report) as described below.

Selected indicators and applicable criteria

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

- Rogers Business Conduct Policy training participation rate (%)

Customers

- Customer retention – prepaid and postpaid wireless monthly churn rate (%)
- Complaints accepted by 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 Rogers Office of the Ombudsman within 60 days (%)
- Capital expenditures (\$)

Employees

- Employee engagement score (%)
- Voluntary turnover rate (%)
- Employee Engagement Survey participation rate (%)
- 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 (%)
- Lost-time incident rate

Environment

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

Economy & Society

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


Community

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

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 are in the Glossary of Terms [online](#).

The Selected GHG Indicators contained within the Report have been prepared by management in accordance with the accounting requirements of 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 Selected Indicators in accordance with Rogers' internal reporting guidelines and definitions for CSR reporting for the Selected CSR Indicators and that the Selected GHG Indicators are prepared and presented in accordance with the accounting requirements of the GHG Protocol, current as at the date of our report. Management is also responsible for determining Rogers' objectives in respect of sustainable development performance and reporting, including the identification of stakeholders and material issues, and for establishing and maintaining appropriate performance management and internal control systems from which the reported performance information is derived. 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.

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 (ISAE) 3000 (Revised) *Assurance Engagements Other than Audits or Reviews of Historical Financial Information*, 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 the International Standard on Quality Control 1.

We have not been engaged in respect of and our conclusion does not cover any periods prior to the year ended December 31, 2015.

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 below. 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, 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.

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 underlying subject matter and the availability and relative precisions 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 *Code of Ethics for Professional Accountants* issued by the International Ethics Standards Board for Accountants and of ISO 14064-3.

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

Our conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that for the year ended December 31, 2015, the Selected CSR Indicators, as described above and disclosed in the 2015 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, 2015, as identified above and disclosed in the 2015 Corporate Social Responsibility Report, have not been prepared and presented, in all material respects, in accordance with the accounting requirements of 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 31, 2016
Toronto, Canada

A message from our President and CEO

This year was the first full year of our Rogers 3.0 strategy, which we put in place to re-accelerate growth in a meaningful and sustainable way. We made some great strides towards our aspiration of building a brilliant digital future for Canadians and embracing sustainability and good corporate citizenship in everything we do.



“We believe taking care of our customers is critical to being a good company.”

In 2015, we reached the milestone of our 10,000th customer in our Connected for Success program, which helps to bridge the digital divide by offering \$9.99 high-speed Internet for people living in non-profit housing. I'm pleased to say that we recently expanded the program in early 2016 to everywhere we offer Internet, so now up to 150,000 Canadians living in non-profit housing will be able to get access. We think everyone deserves the opportunity to be connected to family and friends and to participate in the digital economy.

We're also investing in our communities and our economy. In 2015, we donated over \$65 million in cash and in-kind contributions to charities across Canada, and we distributed \$13.1 billion of economic value.

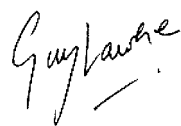
We believe taking care of our customers is critical to being a great company. We've made some key improvements to our customer service, working to eliminate customer irritants and provide a seamless experience. For instance, we expanded Roam Like Home, which offers worry-free roaming for a set price every day in over 100 destinations. We also invested in our self-help tools to give customers the freedom to view, upgrade or adjust their plans online or through their MyRogers app. Our changes have resulted in a reduction in customer complaints, including a 9.6% decrease in complaints made to our Ombudsman and a 26% decrease in complaints made to the CCTS compared to 2014 numbers.

We've also made significant upgrades in our networks, increasing Canadians served by LTE to 93% from 84% the previous year. We achieved this through significant investment, acquisitions and roaming agreements.

Investing in our people is one of the key pillars of our Rogers 3.0 strategy. In 2015, we invested over \$56 million in training and development with new programs that help employees with personal and professional growth and enable them to better serve our customers. We've also made efforts to increase diversity representation and build an inclusive culture, the results of which we expect to see in the years to come. In addition, we've been investing in our workplace, creating an environment where employees can be agile and collaborate more efficiently.

Our workplace investments not only help with increasing productivity and engagement, but they have massive environmental benefits as well. Our new spaces make use of energy-saving technologies, and they've helped us reduce waste and the need to print. These changes are helping us reach our goals of reducing energy usage by 10% and greenhouse gas emissions by 25%, compared to 2011 levels, by 2025.

We continue on our road to a solid economic, environmental and social performance in 2016. We hope that you enjoy our Report, and we welcome any feedback you have.

A handwritten signature in black ink that reads "Guy Laurence". The signature is written in a cursive, flowing style.

Guy Laurence
President and Chief Executive Officer
Rogers Communications Inc.

CSR at Rogers



CSR at Rogers

We strive to create a brilliant digital future for Canadians. That means providing products and services that are simple, easy to use and worry-free, so that our customers can go about their daily lives.

That doesn't lend itself only to the products and services we provide as a company, it's also about the way we do business. Our stakeholders want to work with a company they feel is ethical and transparent, and that means putting programs in place that have societal, economic and environmental benefit.

Our business strategy

In 2014, we reorganized and set in motion a new corporate strategy known as Rogers 3.0. The Rogers 3.0 strategy consists of seven pillars; it is intended to re-accelerate growth.



Strategic pillar	What that means
Be a strong Canadian growth company	Re-accelerate our growth and continue to deliver healthy returns.
Overhaul the customer experience	We exist to serve our customers, so we're striving to dramatically improve their experiences at every touch point - in store, at home, on the phone and online.
Drive growth in the business markets	We're working together as one team to launch new, innovative services that will help business customers be more productive and grow their business.
Invest in and develop our people	We're investing to make Rogers one of the best places to work in Canada. We've clarified accountabilities, simplified processes and ensured our employees have the right tools to meet our customers' needs. We're also holding ourselves accountable to our values and expectations that guide the way we work.
Deliver compelling content everywhere	We're making it easier and more convenient for our customers to enjoy compelling content wherever they want, and strengthening our content portfolio to meet the needs of a growing audience.
Focus on innovation and network leadership	Our customers' needs are constantly evolving and they're always looking for new things. And at Rogers, innovation is at the heart of everything we do; it's our legacy. We're amplifying our focus on innovation by introducing new products that matter to our customers and expanding our network coverage.
Go to market as one Rogers	We're focused as a company to work together, as one team, with one plan, to get the job done and differentiate Rogers.

Vision and values

In addition to launching this business strategy, we recently reviewed and revised our vision and values. These values describe what we want to achieve and how we act as a team at Rogers.

We aspire...

To grow our company by building a brilliant digital future for Canadians

Who we are

We are Rogers, a Canadian family business.
We believe in innovation in everything we do.
We invest ahead of the curve, and build for tomorrow.
We deliver value and quality. We don't cut corners.
We understand you're really busy, so we make things simple.
Customers are part of our family, and we always look after family.
We train and develop our people so you can always rely on us.
We work as one team, with one goal: to serve you better.
We love what we do. Tomorrow, we aim to do it even better.

“The best is yet to come.”

Ted Rogers

What we believe in

The world always needs new ideas.
The customer's problems are ours to solve.
Investing in people always pays off.
Being the best is the only goal worth having.
We win as a team, or not at all.

How we work

Simplify and innovate.
Take ownership of the what and the how.
Equip people to succeed.
Execute with discipline and pride.
Talk straight, build trust, and over deliver.

Corporate strategy and CSR

Our Rogers 3.0 strategy is about re-accelerating growth in a sustainable way, and building a better company for our customers and our stakeholders. We can't do that without being responsible; responsibility and transparency are integral to our plans.

We're striving to be a strong Canadian growth company, and aspiring to bring a brilliant digital future to Canadians. These goals go hand in hand with engaging in ethical and responsible practices. We're committed to providing products that are reliable and easy to use and seamless experience for our customers. We're investing in our employees, so that they can build rewarding careers, feel included and be engaged. We're also investing in our communities and economy and reducing our environmental footprint because it's the right thing to do.

We focus our efforts on what's material to our company, and on areas where we can have the most impact. Throughout this Report, you will read about how our strategy affects our CSR programs and progress across our material issues.

Stakeholder engagement

Our stakeholders include customers, employees, suppliers, non-profit organizations, community members, governments, regulators, industry and trade associations, and investors. These stakeholders are directly or indirectly affected by our business and our actions, whether it's our customer service or where we site our towers, or our employee programs or our stance on policy matters.

We have many channels for listening and communicating with our stakeholders. The topics we discuss depend on the interests of the stakeholder and the information we look to gather about ourselves. We use this feedback to improve our business and sustainability performance; throughout this Report you will learn about how we address these concerns. On the next page is a chart showing the ways in which we engaged in 2015, as well as the issues that impact, or are of interest to, our stakeholders.

Stakeholder group	Ways we engaged in 2015	Key issues raised in 2015	Associated material issue
Customers	<ul style="list-style-type: none"> • Net Promoter Score program • Daily interactions via stores, call centres, live chat, social media, community forums • Rogers Office of the Ombudsman • Problem resolution process 	Customer service (e.g., contracts, billing clarity, roaming fees)	Customer service and transparency
		Clarity	Customer service and transparency
		Network reliability	Network leadership and innovation
		Product innovation, network investments	Network leadership and innovation
		Product take-back	Product responsibility
		Accessibility, diversity	Product responsibility
		Privacy and data security	Customer privacy
Employees	<ul style="list-style-type: none"> • Employee engagement survey • Team and one-on-one meetings • Development planning, performance reviews • Annual CEO Kick-Off events • Town halls • Intranet and executive blogs • Yammer • Rogers STAR Hotline 	Training and development, internal mobility, career progression	Talent management
		Internal collaboration	Talent management
		Tools and training to help serve customers	Customer service and transparency
		Compensation and benefits	Talent management
		Workspace	Talent management
		Health and safety	Employee health, safety and wellness
		Inclusion and diversity	Inclusion and diversity
		Volunteerism	Community giving
		Opportunities to be socially and environmentally responsible	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 • Events
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
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 	Supplier selection	Supply chain management (online)
		Ethical sourcing	Supply chain management
Government, NGOs, associations and media	<ul style="list-style-type: none"> • Dialogue with government officials and regulators • Participation in CRTC hearings and public consultations • Dialogue with NGOs • Industry association memberships • Conferences and forums • Media relations 	Consumer issues related to the future of television in Canada	Public policy
		Public policy positions	Public policy
		Governance, business ethics, regulatory compliance	Governance and ethics, public policy
		Economic impacts and contributions	Economic performance
		Access to broadband	Digital inclusion
Shareholders and investors	<ul style="list-style-type: none"> • Investor calls and events • Meetings and 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

In 2014, we undertook a materiality assessment in line with GRI's G4 guidelines, which allowed us to identify, prioritize and validate our top issues. In 2015, we built on this research by conducting meetings with informed stakeholders in the CSR community, including media and investors. These meetings further validated our material issues and allowed us to increase and improve some of the information we provide. Below is our materiality process:

Identification

We populated a long list of relevant CSR material issues. To compile this list, we:

- looked at stakeholder feedback from our various channels of engagement;
- considered what is integral to a communications and media company operating in Canada, including risks and opportunities, and the competitive and regulatory environment;
- reviewed topics outlined in the GRI's G4 framework; and
- conducted meetings with informed stakeholders to solicit their feedback on our material issues and determine what they felt should be included in our Report.

Prioritization

- In 2014, data owners and our CSR Governance Committee ranked issues on a five-point scale, allowing us to prioritize the issues. We concluded on 16 material issues.
- Engagement with informed stakeholders in 2015 confirmed that what matters to us and our stakeholders remained unchanged.

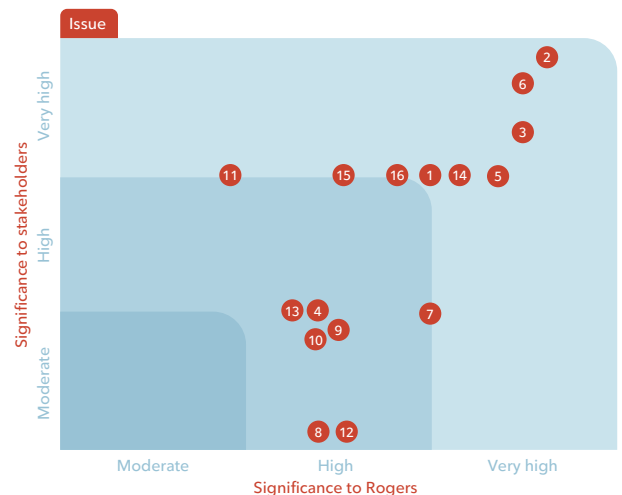
Validation

- The CSR Governance Committee approved the final list of material issues, which provides the framework for the Report.
- This CSR Report is also approved by all data owners at the executive level, and by the company's Disclosure Committee.
- Boundaries are reviewed to ensure we understand the impacts in our value chain.

Review

- In 2016, we will again review the contents of this Report with stakeholders and solicit their feedback. We will conduct a revised materiality assessment in 2016, with even more stakeholder inclusion, including surveys and more one-on-one meetings.

- 1 Governance and ethics
- 2 Customer service and transparency
- 3 Network leadership and innovation
- 4 Product responsibility
- 5 Customer privacy
- 6 Talent management
- 7 Inclusion and diversity
- 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



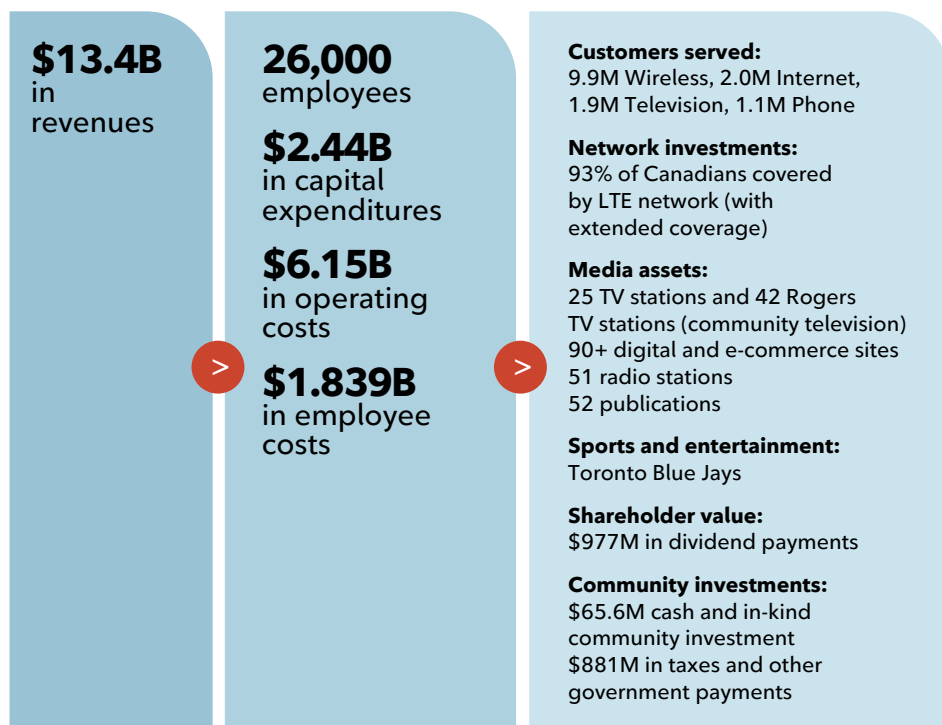
Boundary

The information provided in this Report and the key performance indicators is related to Rogers Communications Inc. and its brands. We are managing our material issues to ensure we understand where our impacts are. In some cases, the impact of our activities can extend beyond our control, and we measure those impacts where we can (Scope 3 greenhouse gas emissions, for example). Below is a table identifying where we believe our organization has impacts, either within Rogers or externally. Each topic is managed to ensure we understand our impacts as discussed throughout the Report.

Good governance:	Governance and ethics – Rogers, Suppliers
Customer experience:	Customer service and transparency – Rogers, Customers Network leadership and innovation – Rogers, Suppliers Product responsibility – Rogers, Suppliers Customer privacy – Rogers, Customers
Employee experience:	Talent management – Rogers Inclusion and diversity – Rogers Employee health, safety and wellness – Rogers, Suppliers
Environmental responsibility:	Energy use and climate change – Rogers, Suppliers, Customers Paper reduction – Rogers, Customers, Suppliers Waste and recycling – Rogers, Customers, Suppliers
Community investment:	Community giving – Rogers, Community Digital inclusion – Rogers, Suppliers, Customers
Economy and society:	Economic performance – Rogers, Suppliers, Government Supply chain management – Rogers, Suppliers Public policy – Rogers, Government

Our value chain

Below is a high-level overview of our value chain in 2015. This allows us, and our stakeholders, to understand our key inputs and our outputs, along with the impacts.



Our progress and targets

In this year's Report, we're providing our objectives and progress towards them, to provide a quick snapshot for our stakeholders. Below is our progress compared to our targets. Discussion on our results occurs throughout the Report.

Key performance indicator	2015 objective	2015 results	Achieved	2016 objective
Good governance				
Percentage of employees trained in Business Conduct Policy	95%	96.02% ^o	✓	95%
Customer experience				
Percentage of complaints resolved by Rogers Office of Ombudsman within 60 days	100%	90% ^o	✗	100%
Complaints accepted by the Commissioner for Complaints for Telecommunications Services (CTS)	Fewer than last year (2014 - 3,284)	2,421 ^o	✓✓	Reduce our complaints from 2015
Well-founded privacy complaints with the federal Office of the Privacy Commissioner	None	None	✓	None
Employee experience				
Employee engagement score	Best-in-class (80%)	76% ^o	✗	Best-in-class
Participation rate in the employee engagement survey	75%	73% ^o	✗	75%
Voluntary turnover rate	10% improvement from last year (2014 - 14.7%)	16.8% ^o	✗	10% improvement from 2015
Investment in training	30% more spend than last year (2014 - \$39.6 million)	\$56.6 million	✓✓	\$64.4 million
Percentage of employees who are women	Close gap to Labour Market Availability (LMA) by 1.0 points (47.6%)	39.2% ^o	✗	Close gap to LMA by 1.0 points
Percentage of employees who are visible minorities	Meet or exceed LMA (25.6%)	31.8% ^o	✓✓	Meet or exceed LMA
Percentage of employees who are Aboriginal peoples	Close gap to LMA by 0.1 points (1.7%)	0.9% ^o	✗	Close gap to LMA by 0.1 points
Percentage of employees who are persons with disabilities	Close gap to LMA by 0.1 points (4.9%)	1.1% ^o	✗	Close gap to LMA by 0.1 points
Environmental responsibility				
Energy use	Make improvements towards our 2025 targets	4,375,771 KJ ^o (up 2.8% from 2014)	✗	Make improvements towards our 2025 targets
Scope 1 and 2 greenhouse gas emissions	Make improvements towards our 2025 targets	170,287 tonnes ^o of CO ₂ e (down 3.8% from 2014)	✓	Make improvements towards our 2025 targets
Customers who receive electronic bills	65%	58% ^o	✗	75%
Community investment				
Percentage of pre-tax profits donated to charities and non-profit organizations	1%+	4% ^o	✓	1%+
Employees who volunteered through Rogers Employee Volunteer Program	1,350	787 ^o	✗	1,000
New subscribers for Connected for Success	1,200 additional subscribers	4,129 additional subscribers	✓✓	4,000 additional subscribers
Economy and society				
Percentage of competitive bid processes where the supplier agreed to our Supplier Code of Conduct and Business Conduct Guidelines	100%	100%	✓	100%

In addition to these targets, we have two long-term environmental targets:

KPI	Target	Where we are	Year to meet target
Energy use	Reduce energy use by 10% by 2025, based on 2011 levels	16% increase from 2011 levels	2025
Scope 1 and 2 greenhouse gas emissions	Reduce Scope 1 and 2 emissions by 25% by 2025, based on 2011 levels	13.7% reduction from 2011 levels	2025

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

96.02%

of our employees have been trained on Rogers Business Conduct Policy, exceeding our target of 95%

33%

women on our Board of Directors



27

assured key performance indicators for this Report

Governance and ethics

Why it's material

As a major publicly listed company operating in Canada, we have a duty to have strong governance, policy and ethics procedures across all areas of our business. It's fundamental to having the trust of all stakeholders.

Management approach

We are committed to sound corporate governance, and we regularly benchmark against other industry leaders.

We are a family-founded, family-controlled company, and we undertake several best practices to ensure sound governance, including separation of the roles of CEO and chairman and an independent lead director. [Rogers Business Conduct Policy](#) outlines how we act as a company, from our employees to our Board of Directors (the Board) and suppliers, and our whistleblower program helps to alert management of any unethical behaviour.

Our performance trends

	2015	2014	2013	2012
Female representation on the Board of Directors	33%	27%	24%	24%
Percentage of employees trained on Rogers Business Conduct Policy ¹	96.02%	97.61%	97.86%	96.96%
Number of material KPIs independently assured for this Report ²	27	27	25	20

¹ Percentages prior to 2014 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 The new KPI assured for our 2015 Report is lost-time incident rate; we decided not to continue to assure bWell Ambassadors in 2015.

Independently assured in 2015.

Corporate governance and conduct

In 2015, 96.02% of our employees completed Rogers Business Conduct Policy training, including 100% of our executives, our Board and employees in our Finance division. We conduct this training every year to help ensure our employees understand the high standards to which we expect them to adhere. This past year, we enhanced the training by:

- delivering the content in the form of scenarios, so employees can see how these issues could impact them in their daily work routines;
- expanding content for areas we deem increasingly important; and
- adding new topics to cover emerging issues.

In addition to adhering to our Business Conduct Policy, our Board is also bound by our [Directors Code of Conduct and Ethics](#). The Board receives a formal orientation and ongoing education, to ensure members understand the business and are up to date on related legal and regulatory matters.

Rogers is committed to diversity and inclusion at all levels of the company, including the Board level. As of December 31, 2015, we had 33% female representation on the Board, up from 27% the previous year. This is well above the 25% representation called for by Catalyst Canada, a non-profit research and advocacy organization dedicated to creating opportunities for women in business.

Anti-corruption

Our Business Conduct Policy and training educates employees on what is considered unethical or corrupt behaviour, including bribery, extortion and fraud. Unethical or corrupt activities are identified to management through the Rogers STAR Hotline. This is an anonymous tip line, with an independent third party confidentially handling every call. When a tip is received, it is investigated and assessed, and action is taken.

Risk management

The Executive Leadership Team and the Audit and Risk Committee of our Board are responsible for approving our enterprise risk policies. Our enterprise risk management uses a framework with three lines of defence to identify, assess, manage, monitor and communicate our risks. These lines start with our business units and departments, which identify and assess key risks and define controls and action plans to minimize those risks. The second line, which includes our Enterprise Risk Management team, assists the business units and departments in identifying, evaluating and controlling the company's emerging risks by establishing policies, standards, analysis and reporting. The third line is our Internal Audit group, which evaluates the design and operational effectiveness of the governance program, internal controls and risk management. For more information and an in-depth discussion of our risk management approach, please review the "Governance and Risk Management" section of our 2015 Annual Report.

Management oversight of CSR

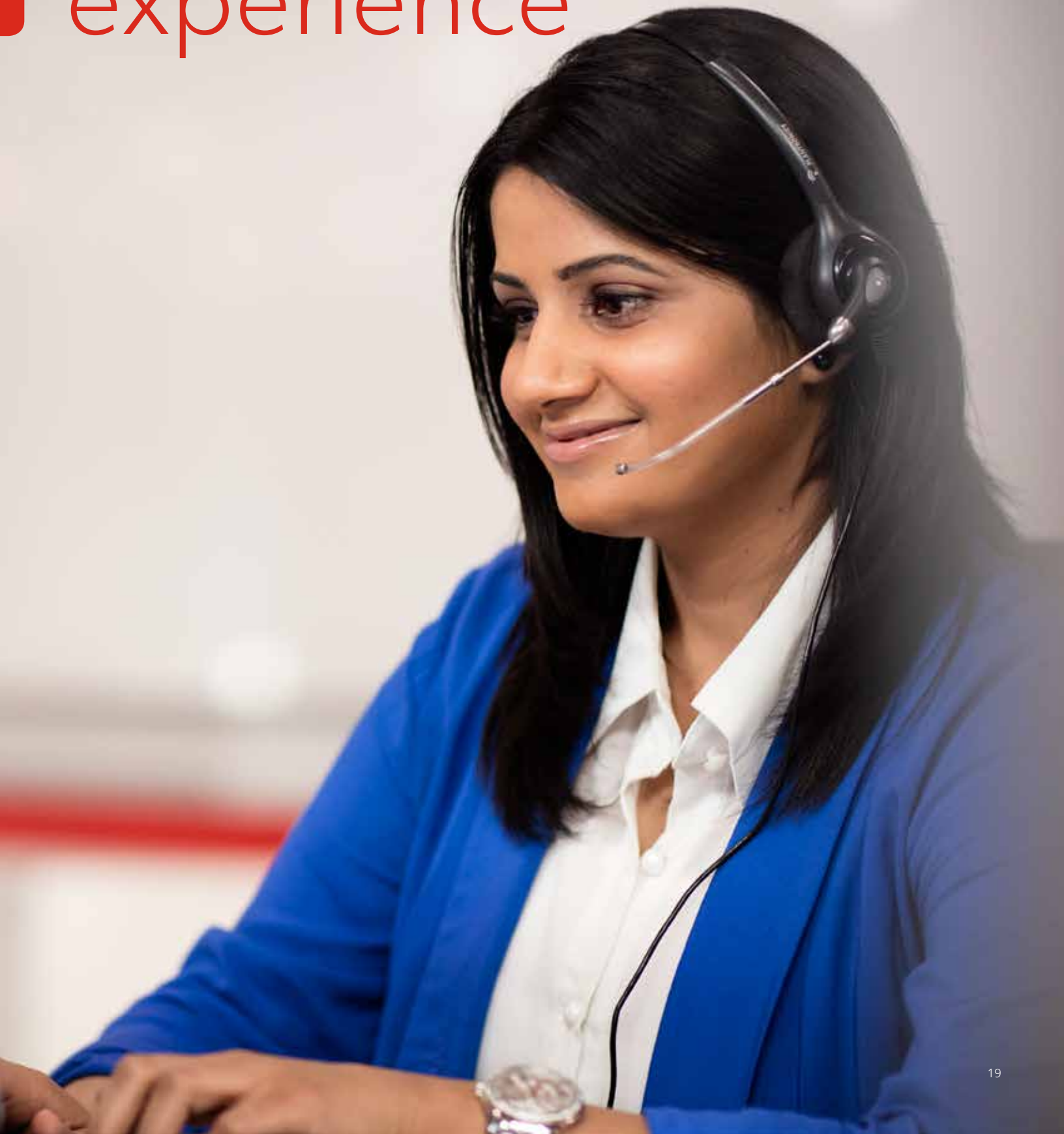
Corporate social responsibility is managed by our CSR team, which works closely with senior leaders from relevant business units. Together, this group oversees Rogers CSR approach, performance and progress, as well as approval of our Report. The CSR team approved our 27 assured KPIs and worked with senior leaders and our Disclosure Committee on the approval of our CSR Report. The assured indicators are what we feel are the most meaningful KPIs for monitoring our progress. We will continue to re-evaluate the use of these indicators yearly.



More online:

- + [Statement of Corporate Governance Practices](#)
- + [2015 Annual Report](#)
- + [2016 Information Circular](#)

Customer experience



Customer experience

We exist to serve our customers, and it is our job to make complicated things simple. A great experience – one that is seamless, reliable and secure – is what our customers expect in a brilliant digital future.

Highlights this year

26%

reduction in complaints to the CCTS



13%

reduction in the number of times our customers needed to contact us

9.6%

reduction in complaints to Rogers Office of the Ombudsman

93%

of the Canadian population was covered by our Long Term Evolution (LTE) network (with extended coverage) as of December 31, 2015



Ookla named Rogers as Canada's Fastest ISP and Canada's Fastest Mobile Network for 2015. Ookla is a global leader in broadband testing and web-based network diagnostic applications.

Customer service and transparency

Why it's material

Our products and services are integral to the way Canadians now live and do business; good customer service is critical for them to get what they need, when and where they need it.

Management approach

We've been on a journey to improve our customer service since the launch of our Rogers 3.0 strategy in 2014. We feel we've made significant progress, but we still have some ways to go.

Making improvements to our self-service options, simplifying policies and processes, and improving training for our customer service representatives are all integral to our progress. We measure progress through a metric called Net Promoter Score (NPS).

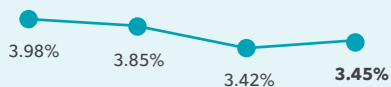
Our Customer Experience teams are under the leadership of our Chief Customer Officer, while our retail channels are under the direction of our President, Consumer Business Unit; both report directly to our CEO.

Customer retention - wireless monthly churn rate (postpaid)



2012 2013 2014 2015

Customer retention - wireless monthly churn rate (prepaid)



2012 2013 2014 2015

Our performance trends

	2015	2014	2013	2012
Customer retention - wireless monthly churn rate (postpaid)	1.27%	1.27%	1.24%	1.29%
Customer retention - wireless monthly churn rate (prepaid)	3.45%	3.42%	3.85%	3.98%
Complaints reported to Rogers Office of the Ombudsman	3,627	4,013	3,370	2,468
Percentage of complaints resolved by Rogers Office of the Ombudsman within 60 days	90%	90%	97%	99%
Complaints accepted by the Commissioner for Complaints for Telecommunications Services (CCTS) ¹	2,421	3,284	4,801	3,705

¹ Complaints measured from August 1 to July 31. Includes Fido and Rogers complaints. Independently assured in 2015.

Our customer service performance

When we launched Rogers 3.0 in 2014, we made a commitment to improve our customer service and initiated key changes to deliver on that promise. In 2015, we invested \$100 million to drive even more progress. We've updated policies and programs to help ensure we're providing an easy and seamless experience for our customers. These enhancements are reflected in many of our key performance indicators:

- Customer complaints as reported by the CCTS declined 26% from 2014, a larger improvement than that of our key competitors.
- Customer complaints to the Rogers Office of the Ombudsman decreased by 9.6%.
- Our postpaid churn remained stable at 1.27% .

In addition to these external benchmarks, we measure ourselves internally through our NPS, which tells us how we're doing in our journey to improve the customer experience. Relationship NPS tells us how customers perceive our brands, and Touchpoint NPS tells us about our customers' recent interactions with our front-line representatives.

We do not publicly disclose our NPS targets or performance for competitive reasons; however, we made significant progress in our NPS scores from December 2014 to December 2015. We're pleased with the positive momentum; it affirms that we're putting the right programs and policies in place for a better customer experience.

Key programs

The positive trend in our KPIs is an indication that we are working together more effectively than ever. We're putting the programs and processes in place to ensure we're delivering a better experience, by offering more self-service options and eliminating common customer irritants. For example:

- We invested in MyRogers, MyAccount online and mobile apps so that customers can place an order, change a service, check their data usage, review billing information and make payments without having to make a call.
- We launched a new bill with a clean layout, showing the total amount owing in a separate box along with a breakdown of monthly charges. There are also easy-to-read graphs, showing exactly how much data each phone line used.
- DeviceAid is a new tool that makes it easier for customers to self-serve, by diagnosing and resolving technical issues 24x7 right from their device.
- We updated Rogers Community Forums to have more functionality and a new look. More than ever, customers are getting help from other customers through social media, and our Community Forums allow customers to engage and get answers on our products and services.
- Our customers can now receive customer care support through Facebook Messenger, a world first for telecommunications companies. This service enables customers to get in touch with Customer Care how they want and when they want, keeping track of the conversation just as they would with their friends.
- We eliminated the 30-day cancellation policy for television customers.
- We expanded our Roam Like Home program to include Europe, Central America and the Caribbean. In early 2016, we also included Asia, bringing the total number of destinations serviced by Roam Like Home to over 100. Roaming has historically been one of our customers' biggest irritants, and this program takes the worry away, allowing them to use their device as they would at home for a set, transparent daily fee.
- We launched an internal program to better identify customer problems by engaging with agents who take customer calls every day. The program entails having a call centre team in a dedicated environment where it is supported by process improvement specialists who identify customer issues in real time and then rapidly work to resolve those issues.

These service enhancements have helped our customers by offering self-service options and quicker resolution times, as well as offering programs that address previous customer irritants such as cancellation policies and roaming charges. Partially as a result of these service enhancements, we reduced the number of times customers had to contact us by 13% last year.

Problem resolution

In 2015, we had significant drops in the numbers of complaints made to the CCTS and to our Ombudsman, by 26% and 9.6% respectively. This tells us that we're resolving more issues at the customer service representative and manager levels, resulting in quicker and better experiences for our customers.

Our Ombudsman is our highest internal level for problem resolution and solves problems that need further review and investigation than can be managed at our other customer service levels. We are the only telecommunications company in Canada to have an internal Ombudsman. Our Ombudsman is impartial and advocates for fairness in treatment of disputes and efficient resolution for customers of all of our products and services.

Our Ombudsman's office aims to resolve customer complaints within 60 days. In 2015, over 90%⁺ were resolved within 60 days, on par with the previous year. The main issues identified through our problem resolution process in 2015 included billing, hardware upgrades, service changes, technical support and promotions.

Network leadership and innovation

Why it's material

Having fast and reliable networks is instrumental to our business. It's what our customers want and expect of our service.

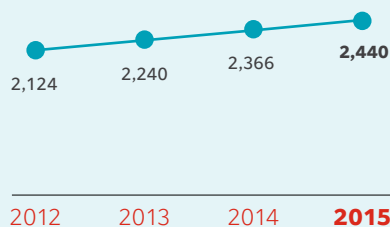
Customers are using more data than ever, especially for video, with usage recently increasing by over 60% every year.

Management approach

Focusing on innovation and network leadership is one of the pillars of our Rogers 3.0 strategy. We're consistently investing to provide faster networks with the speeds that our customers want, and developing new and innovative services that make our customers' lives easier.

Our network teams report to our Chief Technology Officer, who reports directly to our CEO.

Capital expenditures (in millions of dollars)



Our performance trends

	2015	2014	2013	2012
Capital expenditures (in millions of dollars)	2,440 ⁺	2,366	2,240	2,142
Approximate percentage of Canadian population covered by Rogers LTE network (including extended coverage) ¹	93%	84%	73%	60%

¹ Extended coverage began in 2015.
⁺ Independently assured in 2015.

Network coverage and investments

We spent \$2.44 billion⁺ on capital expenditures in 2015, with much of that investment going to our networks. Approximately 93% of the Canadian population has access to LTE coverage.

Highlights from the past year include:

- Our acquired Shaw's AWS-1 spectrum licences allowed us to expand our coverage in Alberta and British Columbia.
- We won additional 2500 MHz spectrum licences in the 2500 MHz spectrum licence auction. We now have 40 MHz of 2500 MHz spectrum, so that we have contiguous (side-by-side) 2500 MHz coverage in every major market in Canada. This has improved speed and capacity for our customers.
- We launched LTE Extended Coverage, allowing our customers to easily roam off their networks in regions where we don't have towers, thanks to roaming agreements that we brokered with other carriers. This was a win for customers, so that they have access in more places than before.
- We launched Rogers IGNITE, which offers customers unlimited Internet packages. We also announced a new Internet package with up to 1 gigabit download speeds. The up to 1 gigabit speeds were available to 130,000 homes in our cable footprint at the end of 2015, and we expect they will be available to 4.2 million homes by the end of 2016.

We regularly test our networks to ensure they are reliable and deliver the service and speeds we say they do. In 2015, Ookla, a global leader in broadband testing and web-based network diagnostic applications, named Rogers as Canada's Fastest ISP and Canada's Fastest Mobile Network. We also enlist SamKnows to test our broadband network, who in February 2015, confirmed that Rogers customers got on average 100% or more of advertised broadband speeds. In addition, we are dedicated to maintaining our networks during emergencies and unexpected events. Our Business Continuity Disaster Recovery Plan sets forth our process for communicating with customers and restoring service during major incidents.

Innovation

In 2015, we updated our company vision and values. As a part of our values, we've made the promise to "simplify and innovate" the ways in which we work. Customers want solutions that are easy to use and help them in their everyday lives and business. Examples of these accomplishments in 2015 include:

- We launched Rogers Smart Home Monitoring in Alberta and British Columbia.
- We introduced Voice-over LTE, or VoLTE, allowing us to route voice calls over the LTE network rather than the traditional voice network. With VoLTE, customers enjoy clear, natural-sounding voice and video calls, with a faster connection.
- Our Wireless customers can now text or call over Wi-Fi, so they have access where wireless signals are unavailable.
- Navigatr for NextBox makes it easier to browse and find shows using an onscreen guide with a completely redesigned interface and simpler menu options. There's also a mini-guide, which shows users what's on TV without leaving the show they're watching, and a refreshed PVR menu, so that customers can easily find and discover new shows.
- We launched Rogers IGNITE Gigabit Internet, which offers download speeds of up to 1 gigabit per second (1,024 Mbps), and 4K TV, also known as UltraHD, delivering a cinema-quality experience with four times the number of pixels of HD.



More online:

- + [Tower siting procedures](#)
- + [Our network](#)

Product responsibility


Why it's material


We are one of Canada's largest telecommunications and media companies, and as such we need to ensure that our products are reliable and accessible, and that they have minimal environmental impacts. It's what Canadians want and expect.

Management approach

We have programs and policies in place to manage a range of product responsibility issues. For instance, we comply with all relevant safety regulations and codes, have programs and teams to manage and advise on our accessibility offerings, and operate stewardship programs to manage the proper disposal and recycling of our used products. Through our Media division, we ensure we're reflecting diverse communities, and we have policies and standards that guide us in producing news on all platforms to ensure accuracy and fairness.

Our performance trends

	2015	2014	2013	2012
Devices collected and processed for reuse and recycling	63,516 	72,568	57,663	154,054

 Independently assured in 2015.

It's becoming more important to customers that our products help them in their everyday lives and are environmentally sound, inclusive and ethical.

Accessibility

In 2015, we increased our focus on accessibility by:

- launching price plans for our customers with disabilities. Rogers is the first and only service provider to introduce a wireless accessibility data and text plan for people who are deaf or hard of hearing, or have a speech impediment. The flexible data plan adjusts based on the customer's monthly usage and provides unlimited messaging;
- implementing a specialized team of customer service representatives who know all about our accessibility offerings. This team provides service over the phone or through online live chat, and team members receive training quarterly to ensure they continue to provide the best care to our customers; and
- having an internal accessibility ambassador program consisting of members who are self-identified as having accessibility needs. These employees try out our products and services and provide feedback on their usability for people with disabilities. This valuable input helps ensure we're both recommending the right devices to our customers with disabilities and enhancing our websites and services to make them more accessible.

Learn more on the [Accessibility Services](#) section of our website.



Product diversity

We are committed to reflecting the diverse fabric of our country. Across our communications business, we offer customer service in French, English, Cantonese and Mandarin to serve our customers better.

Through our multicultural and multilingual broadcaster, [OMNI Television](#), we have a focused mandate to reflect the diversity of our audiences. OMNI is Canada's largest multicultural over-the-air television network, serving local communities in Vancouver, Edmonton, Calgary and Toronto. OMNI stations offer programming in over 40 languages, and programming is designed to promote increased understanding within and between ethnocultural groups. The programming falls into two broad categories – community information and magazine shows, and independent documentaries, dramas and specials.

In 2015, we switched from newscasts to current affairs programs in multiple languages. OMNI also launched two new original multicultural dramatic series, *Blood and Water* and *Sudden Master*, on broadcast television and digitally. These fresh series represent OMNI's new programming philosophy, designed to revitalize the channels by creating compelling content.

Product take-back

We have programs to manage the take-back of both our wireless and cable products and devices. Our two signature programs for recycling wireless devices are [Rogers Trade-Up](#) and [FidoTrade](#), which offer customers credit towards a new phone. We also collect and recycle devices that have no value.

In 2015, we collected and processed 63,516♻️ wireless devices for recycling and refurbishment. This is a 12% decrease from the previous year, and it can be attributed to competing avenues to recycle e-waste in our communities.

We also recycle and refurbish our cable products through our stores. In 2015, we collected 634,168 kg of cable set-top boxes and modems for recycling. In Newfoundland, we even set up our own stewardship program. Customers in Newfoundland can drop off their cable set-top boxes, modems and home phone terminals at any Rogers or other participating location.

Editorial independence

Rogers is committed to ensuring that our news teams are able to report news stories independently and without editorial interference. It is also our goal to reflect diversity and the multicultural fabric of Canada. In addition, news employees must adhere to industry broadcast codes and standards, as well as other internal corporate policies.



More online:

- + [Product responsibility](#)
- + [Project 97](#)

Customer privacy

Why it's material

We have 9.9M Wireless, 2.0M Internet, 1.9M Television and 1.1M Phone subscribers, and our customers trust that we are keeping their personal data safe and secure.

A breach of cybersecurity is an ongoing threat, and we have the policies and procedures in place to effectively manage this risk and prevent incidents.

Management approach

Rogers Privacy Policy outlines our responsibilities and practices regarding the protection of the personal information of our employees and customers. Our Chief Privacy Officer oversees our compliance with this policy and all applicable laws, and responds to requests from law enforcement for customer data.

All employees receive privacy training annually through our Business Conduct Policy training.

Our performance trends

	2015	2014	2013	2012
Well-founded privacy complaints with the federal Office of the Privacy Commissioner of Canada	0	0	0	0

Privacy and data security

In 2015, we had no well-founded complaints to the federal Office of the Privacy Commissioner of Canada, nor any formal complaints made against us. When a suspected breach of privacy is reported to the STAR Hotline, we follow a strict process, which involves an internal investigation, assessment, mitigation strategies and steps to help ensure it won't happen again.

Specific developments and customer offerings that occurred in 2015:

- We no longer ask customers to provide their credit card information to us verbally over the phone. Instead, they enter their details using their telephone keypad. For added security, the key tones are masked and the credit card number is tokenized, which means the number is never visible on our internal applications. We've also installed new credit card swipe devices at our retail stores. These security enhancements help protect customer information while ensuring we're following the standards set by the Payment Industry Council.
- We launched "leapfrog" cybersecurity solutions for our business customers, delivered through a partnership with a global security leader, Trustwave. This new service assists Canadian businesses in detecting and preventing global cyber attacks. Customers have access to diagnostic tools to decipher failed attacks, as well as dedicated support and threat intelligence from experts at Canadian security operations centres.

In 2015, the CRTC fined Rogers Media \$200,000 for infractions related to Canada's Anti-Spam Legislation, because the unsubscribe function of one of our business-to-business publications was not functioning properly. We have now made an inventory of all electronic communications sent to customers, and we work to enhance our processes to ensure we continue to comply with this legislation.

Transparency

Rogers is committed to informing customers through transparency reports about how often government organizations and police forces request customer data and how often it is disclosed. For the last three years, we have voluntarily disclosed the number and types of requests we received. For more information, please read our [2015 Transparency Report](#).

At Rogers, we only share customer information with law enforcement when required by law or in emergencies after careful consideration of the request.

This past year, Rogers fought and won, together with another carrier, a case where Peel Regional Police in Ontario obtained a court order for the names, phone numbers, addresses and banking details of our customers whose signals were near cell towers in areas where a crime was committed. This would have involved over 30,000 Rogers customers, virtually all of whom had nothing to do with the investigation. We believed this request crossed the line and was too broad and intrusive. We went to court to protect our customers' privacy rights and to set ground rules for the scope of what law enforcement could request and access.

Law enforcement requests

Request types	Requests ¹	Information disclosed	Rejected or unable to provide information
Voluntary disclosures at the request of a government organization	0	0	0
Voluntary disclosures on the initiative of the organization	0	0	0
Court order/warrant ²	74,977	74,378	599
Government requirement letters	2,284	2,284	0
Foreign requests	46	46	0
Emergency requests from law enforcement agencies	9,021	7,163	1,858
Customer name/address checks	0	0	0
Child sexual exploitation assistance requests	0	0	0
Totals	86,328	83,871	2,457

Emergency responder requests

Emergency calls from 911	56,989	56,989	0
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¹ We generally measure the number of requests based on the number of impacted customers. So one court order requesting information on 10 customers would be counted as 10 requests. The exception to this is non-customer-specific "tower dump" requests (within the court order/warrant category), where we log requests based on the number of times our engineering teams need to pull data from a cell tower.

² Includes non-customer-specific "tower dump" requests.

Employee experience



Employee experience

We're investing in the employee experience to make Rogers one of the best places to work in Canada, so that we can better serve our customers and win in the marketplace. Over the past year, we set out to better understand who we are as a company, invest in and develop our people, build a collaborative and agile workplace, and strengthen the benefits of working at Rogers.

Highlights this year



Talent management

Why it's material

Our customers' needs are always changing, and we want to ensure that our employees have the right training and tools to serve customers better, while developing their own careers.

Through feedback received in our annual survey, we know that career growth is instrumental to our employees' engagement.

Management approach

With the launch of our Rogers 3.0 business plan in 2014, we emphasized "Invest In and Develop Our People" as one of our key strategic priorities. We want to attract, develop and engage the best talent in Canada. We've invested in our programs this year, including a new onboarding program, new training programs, a new development planning program and a revised employee engagement survey. We're also changing the way our employees work, to foster collaboration across the organization.

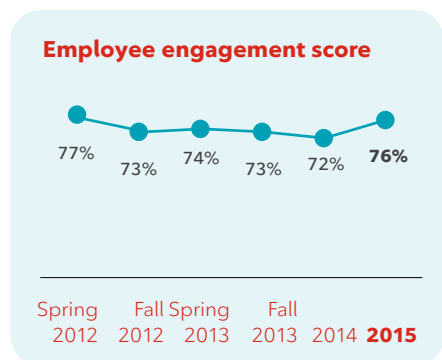
Our Chief Human Resources Officer oversees talent management, while the Human Resources Committee assists the Board in monitoring, reviewing and approving compensation and benefit policies and practices.

Workplace transformation

In 2015, we started on our workplace transformation project. Sharespace is our new collaborative and agile environment that breaks down barriers and empowers people to get their job done quickly and easily so they can deliver their best. Sharespace is about giving employees choice and flexibility in how they work and giving them the tools and technology they need to be successful. Sharespace is not one dimensional and is not an open concept program, it offers multiple work spaces to meet the needs of all employees.

Sharespace is a multi-year journey, and in 2015 we transformed 330,000 square feet of space and enabled 2,500 employees.

Employee engagement



Our performance trends

	2015	2014	Fall 2013	Spring 2013	Fall 2012	Spring 2012
Employee engagement score ¹	76%*	72%	73%	74%	73%	77%
Participation in the employee engagement survey	73%*	80%	78%	78%	83%	80%

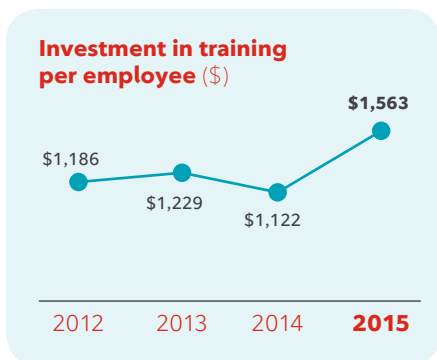
¹ We measure employee engagement through our company-wide employee survey. The survey is comprised of questions on aspects of the employee experience, and the results provide insights on what matters most to employees while serving as a management tool to build workforce engagement and hold leaders accountable. Starting in 2014, the survey frequency was reduced to once per year instead of twice to allow our teams more time to implement meaningful changes based on the survey results.

* Independently assured in 2015.

We conduct an employee engagement survey every year to receive feedback from our employees. This year's survey contained more questions and therefore provided more insights than previous surveys, focusing on employee engagement, performance enablement and leadership effectiveness. During a year of continued organizational change, we achieved an employee engagement score of 76%*, four points higher than the prior year and four points below the best in class benchmark defined by IBM Kenexa, a leading consultant for employee engagement surveys. Our participation rate dropped to 73%*, and for 2016 we are ensuring we have a robust internal communications plan to reach our participation goal.

We attribute our employees' continued solid engagement to a strong sense of pride in the company, satisfaction in Rogers as a place to work, and their belief in our Rogers 3.0 plan. There were also areas that our employees told us we needed to improve. Most notably, they want more opportunities for professional and career growth. In response, we built a comprehensive approach to action planning on three levels - the company-wide level, the business unit level and the individual team level. For our company-wide plan, we focused on personal and professional development through three initiatives: developing a series of guidelines to encourage internal mobility, simplifying and communicating our internal training and development offers, and putting a spotlight on the steps involved in building a personal development plan.

Learning and development



Our performance trends	2015	2014	2013	2012
Investment in training (\$ in millions)	\$56.6	\$39.6	\$37.4	\$41.3
Investment in training per employee (\$)	\$1,563	\$1,122	\$1,229	\$1,186

We significantly increased our spending on training and development this year. In 2015, we invested \$56.6 million in training and developing our people, a 43% increase compared to 2014. This is equivalent to \$1,563 per employee, a 39% increase from last year.

We made this spending increase in response to feedback we received through our employee engagement survey, as well as from our CEO's listening tour in 2014. It's a part of our desire to serve our customers better and build a rewarding environment where employees can grow their careers. Some of the new programs we introduced in 2015 include:

- A formalized development planning process that guides how we manage employees and assess their work, reward them for their performance, and support them with personal and professional opportunities. Each employee is encouraged to formulate a development plan with their manager and to track progress against it for a rewarding career.
- A national onboarding program for new employees that allows them to get up and running in their jobs quickly. Launched in September 2015, the program had over 500 participants by year-end.
- A best-in-class training program, Retail Academy, for front-line leaders. This program equips employees with training and tools so they can better serve our customers. During the year, more than 340 Rogers and Fido store managers, 23 area managers and 5 directors completed the program.
- Our first Rogers Curriculum Guide, for distribution in 2016. This is a comprehensive guide that provides employees with information about all of our formal training and development opportunities.
- Reinvigorated core leadership development programs. This includes a new Manager program, designed to increase understanding of our company strategy and build effective individual and leadership skills. In 2016, we will offer a new Director program and introduce a leadership development program for VPs and above, to provide the opportunity for executives to understand their role in shaping Rogers strategy, and to drive stronger performance and results.



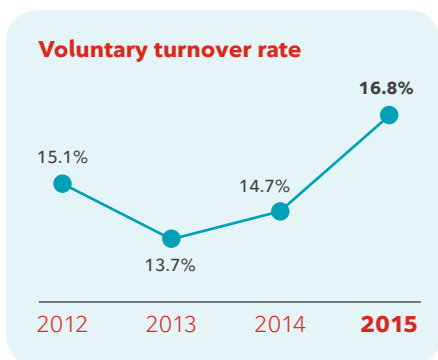
More online:

+ [Talent management](#)

Participation in Rogers leadership development programs

Program	2015	2016 target
Leading Great Teams (Directors)	300	n/a
The Director Program	n/a	640
The Manager Program	570	800
Coaching for Results (VPs)	20	20
Coach House	10	10
Directors and Above Communications Course	n/a	240
Leadership Program for VPs	0	140

Employee retention and internal mobility



Our performance trends

	2015	2014	2013	2012
Voluntary turnover rate	16.8% [⚡]	14.7%	13.7%	15.1%
Internal placement rate	28.6%	27.1%	17.6%	27.0%
Total employees (approximate)	26,000	27,000	28,000	27,000

[⚡] Independently assured in 2015.

In 2015, employee voluntary turnover was 16.8%[⚡], up from 14.7% the previous year. We attribute this increase to continued adjustments from our reorganization under the Rogers 3.0 plan.

In 2015, we've increased our focus on our internal placement rate, increasing it to 28.6% from 27.1%. We've set our internal placement rate target at 35%, and to achieve that, we introduced guidelines to clearly express our commitment to a fair, transparent process for seeking candidates for job openings. The guidelines also explain managers' obligations to both support employee development and give first priority to internal applicants when hiring.

We made a commitment to new and recent grads at Rogers with the launch of our New Grad Program. This program helps us attract and retain top young talent and build a future pipeline for talent at Rogers. It's a rotational program, built to provide new graduates with experience in a variety of business areas while being supported by mentors and business leaders. In 2015, we launched the first phase of the program for internal candidates who graduated from post-secondary education within the last two years. In 2015, we had 28 candidates in the program, and in 2016, we will expand the program to include cross-sectional experiences and mentorship for external new graduates and co-op opportunities.

Total Rewards

Our performance trends	2015	2014	2013	2012
Employee salaries and benefits excluding payroll taxes (\$ in millions) ¹	\$1,839	\$1,805	\$1,811	\$1,689
Percentage of eligible employees who participate in Rogers defined benefit pension plan ²	49%	44%	37%	35%
Percentage of eligible employees who participate in Rogers share accumulation plan ²	68%	62%	55%	51%
Percentage of eligible employees who participate in the group RRSP plan ²	26%	25%	23%	23%
Percentage of eligible employees who participate in the group TFSA plan ²	8%	6%	n/a	n/a

¹ Previous year numbers now exclude payroll taxes to be consistent with 2015's figure.
² Eligible employees include all full-time and part-time employees with at least three months of service.

Total salaries and benefits, excluding payroll taxes, for full-time and part-time employees in 2015 were \$1,839 million, an increase from \$1,805 million in 2014. The Total Rewards offering at Rogers is positioned to reward and recognize employees for achieving winning results while demonstrating commitment to our corporate values.

Our program includes health benefits, generous employee discounts and a competitive wealth accumulation program that consists of a defined benefit or defined contribution pension plan, share accumulation plan, tax-free savings account and group RRSP. We regularly host retirement planning sessions for our employees, as well as quarterly webinars to promote our wealth accumulation programs. We also send regular reminders to employees who are not yet enrolled in the programs.

A highlight in employee recognition is the Rogers Corporate Recognition Program (RCRP). The RCRP honours employees who have showcased outstanding commitments to customers, created new benchmarks for success, led innovative initiatives, made impactful differences within communities or become ambassadors through public service excellence. Each year, over 1,000 awards are distributed to employees from over 4,000 nominations. Our CEO chooses the best-of-the-best from the winners list and presents them with the CEO Award. We hold an award gala in Toronto every year to honour all of our award winners.

Inclusion and diversity



Rogers employees celebrating Pride Week

Why it's material

Diversity drives innovation because good ideas come from everywhere. When employees feel included, they are empowered to meet their full potential in driving business results.

Reflecting the diversity of our customers and communities allows us to serve them better and be more competitive in the marketplace.

Management approach

We've increased our focus on fostering an inclusive culture and diverse workforce, as they drive engagement and responsible business performance. Our goals are to reflect the diversity of our communities and our customers, and to create an environment where all employees feel accepted, supported and engaged.

Our Inclusion & Diversity Council (IDC), established in 2013 and renamed and strengthened in 2015, oversees the development and implementation of the company's Inclusion & Diversity strategy. The IDC comprises members from various business units and is led by our President, Enterprise Business Unit, and our SVP, Enterprise Marketing.

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

- the representation of diverse groups in our workforce;
- the results of our Inclusion Index, which measures employee perceptions; and
- external recognition and benchmarks, including labour market availability.

Our performance trends

Group	Position	Labour market availability ¹	Representation at Rogers			
			2015	2014	2013	2012
Women	Senior managers	27.4%	27.9%	28.9%	27.2%	28.1%
	Overall	47.6%	39.2%	39.7%	40.1%	40.6%
Visible minorities	Senior managers	10.1%	13.4%	10.0%	7.8%	8.1%
	Overall	25.6%	31.8%	31.8%	31.7%	31.8%
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	Senior managers	4.3%	0.9%	0.8%	0.8%	0.5%
	Overall	4.9%	1.1%	1.1%	1.2%	1.1%

¹ Labour market availability based on 2011 census data (comparison data used for 2014).
 Independently assured in 2015.

Inclusion and diversity strategy

An inclusive and diverse workforce is integral to Rogers success. We have a great foundation in place to develop and execute targeted action plans to drive the recruitment, development and retention of women, visible minorities, persons with disabilities, Aboriginal peoples, members of the LGBT community, and the millennial generation.

In our 2015 employee survey, we asked self-identification questions to determine if engagement differed based on different groups. This helped us define our inclusion and diversity strategy and key areas of focus. We continue to target initiatives to increase representation levels for women at executive levels and visible minorities in leadership positions. We also work to increase the overall representation of Aboriginal peoples and persons with disabilities at Rogers to mirror the talent available in the labour market. Our overall approach focuses on creating an inclusive work environment for all.

Performance and initiatives in 2015

In 2015, we saw an increase of 3.4 points in our representation of visible minorities at the senior manager level, while overall representation remained consistent with 2014. We saw decreases in the numbers of women at the senior manager level and overall, of 1.0 and 0.5 points respectively. Our representation of Aboriginal peoples and persons with disabilities remained unchanged, with a 0.1 point increase in persons with disabilities at the senior manager level. Initiatives undertaken this year to foster an inclusive and diverse culture included:

- The formation of diversity teams within the IDC to focus on women in leadership, visible minorities, persons with disabilities, Aboriginal peoples, members of the LGBT community, and millennials.
- The establishment of an enterprise-wide, multi-pronged communications campaign to drive the message of inclusivity at Rogers as it relates to company values and business performance.
- Setting workforce goals for each business unit to increase the representation of women and visible minorities in leadership positions, and to increase the overall number of Aboriginal peoples and persons with disabilities to reflect the talent available in the labour market and the diverse customers we serve.
- Conducting employee focus groups for diverse groups at different levels of the organization to hear first-hand from employees about their individual experiences at Rogers. Our goal was to learn what we could do to better support the attraction, accessibility, development and engagement of our workforce and encourage employees to self-identify.
- The development of inclusion and diversity training in our newly launched program for people leaders at all levels of the enterprise. We added similar content to our new onboarding program for new Rogers employees in order to show how inclusion and diversity are part of Rogers company values.
- Branding 71 Rogers retail stores across the country to celebrate Pride and our LGBT employees and communities.
- Launching an external inclusion and diversity page on our careers website to promote our commitment to an inclusive workplace and diverse workforce for prospective employees. This page launched in early 2016.
- The introduction of communications technologies to improve employees' ability to contribute to our inclusion and diversity dialogue. For example, we created a dedicated group on our internal social tool to enable employees to share news, events and experiences or ask questions about inclusion and diversity.



2015 Canada's Best Diversity Employer

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

2015 Immigrants of Distinction Award

Our Calgary office was recognized for its significant contributions to ethnically diverse groups in the city.



More online:

+ [Inclusion and diversity](#)



Health and Wellness Fair at our office in Brampton, Ontario

In 2016, we will continue to advance inclusion and diversity by launching an enterprise-wide campaign to promote inclusion at Rogers and by expanding training. We will also increase employee engagement in the program through targeted initiatives and by holding leaders accountable for meeting their diversity goals.

Employee health, safety and wellness

Why it's material

It's our duty as a large employer to ensure we have programs in place to protect the health, safety and well-being of our employees, contractors, visitors and volunteers.

Creating an environment where health, safety and wellness are focal points also increases productivity, reduces absenteeism and fosters employee engagement.

Management approach

Rogers is committed to providing and maintaining a safe and healthy workplace for employees, volunteers, contractors, visitors and members of the general public who may be affected by our work activity. We continuously improve our policies, systems and training to better mitigate risk and prevent injuries.

Our Health and Safety Policy and Wellness Policy outline our approach to health and safety, and we invest in safety training every year. Health and Safety is overseen by our Health and Safety Executive Council, comprising senior executives from across the company who provide oversight for our programs, as well as our Health and Safety team. We also have 66 joint management-worker Workplace Health & Safety Committees representing our larger sites, and Health and Safety Representatives at our smaller sites.

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. Our Wellness program, bWell, is overseen by our Wellness Steering Committee and our Medical Director.

Our performance trends

	2015	2014	2013	2012
Work-related injuries:				
- Lost-time incident rate ¹	0.40 ⁺	0.39	n/a ²	n/a ²
- Fatalities	0	0	1	0
Number of Workplace Health & Safety Committees across Canada	66	63	66	n/a ³
Number of bWell Ambassadors across Canada	80	65	62	n/a ³

¹ Per 200,000 hours worked.

² Indicator first disclosed in 2014.

³ Indicator first disclosed in 2013.

⁺ Independently assured in 2015.

Workplace health and safety

In 2015, our lost-time incident rate was 0.40, on par with last year. All hazardous occurrences in the workplace that have caused, or have the potential to cause, injury, illness or property damage are reported in our online health and safety incident reporting system. Once incidents are reported, our people leaders investigate them with the support of our Health and Safety team, identify the causes and determine appropriate preventative action.

We continuously evaluate health and safety risks for our employees. Employees who are at higher risk include technicians who install our cable and Internet packages, repair or upgrade our networks, or work with broadcast equipment. These employees often have to work with heavy equipment or at heights where there is a greater risk of injury.

We put programs in place to ensure that we are reducing our risks and taking immediate corrective action when an employee is injured. We conduct health and safety training for all employees, and in 2015, we introduced new programs and policies to ensure we're providing a safe environment for all, including:

- Two new policies to complement our Health and Safety Policy. These policies relate to working both at heights and in confined spaces, which have the greatest potential for safety risks.
- Integrating an online health and safety training program into our Manager training program, to provide essential information to our people managers.
- Increasing the health and safety information we share with all new employees in our new onboarding program.
- Engaging employees in our health and safety culture with the "I.Am.Safety." campaign. This internal multimedia campaign aims to help employees focus on personal responsibility for safety in our workplaces.

Employee wellness

We have a very active national network of volunteer bWell Ambassadors at Rogers. These dedicated and passionate employees promote wellness, support their co-workers in living healthier lives, implement local initiatives and encourage participation and learning. In 2015, we focused on increasing participation outside of the GTA to ensure all regions were represented. We achieved this, as at the end of 2015, there were 80 active bWell Ambassadors.

In 2015, thousands of employees took part in activities offered through the bWell employee wellness program, including:

- a Total Health Challenge, in which 792 people accepted the challenge to improve their nutrition, exercise more and focus on their mental well-being;
- awareness events organized at Rogers locations during North American Occupational Safety and Health Week;
- bWell flu clinics at 35 Rogers locations nationally;
- diabetes and arthritis screening days;
- the CN Tower Climb for United Way, in which more than 40 Rogers employees raised over \$6,000 for the United Way; and
- blood donor clinics.



Impacts of bWell in 2015

34,621

visits to the bWell website, up from 28,633 in 2014

381,558

minutes of physical activity logged by Total Health Challenge participants

84%

of Rogers Total Health Challenge participants who were following Health Canada guidelines for physical activity by the end of the Challenge



More online:

+ [bWell website](#)

A number of bWell groups formed successful partnerships with neighbourhood pharmacists, who spoke to employees on health topics. We have plans to expand this program nationally. In addition to winning the Canada Awards for Excellence Silver award in Excellence Canada's Healthy Workplace® category, we also earned a Certificate of Merit during Canada's Healthy Workplace Month for our outstanding initiative to create a healthy workplace.

Workplace 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 2015, we provided employees with ergonomic evaluations and modifications to workstations, and we facilitated return-to-work programs for 2,516 employees who were off due to injury or illness. In addition, we are changing the way our employees work with Sherespace. Sherespace allows employees to find a space that suits their preferred work style, such as a standing desk, to create a more comfortable workspace.



88%

of Rogers Total Health Challenge participants who were doing stress-relieving activities at least four days per week by the end of the Challenge

1,333

employees received flu vaccinations

72,816

stairs climbed by Rogers employees at the 2015 CN Tower Climb for United Way

Environmental responsibility



Environmental responsibility

We are committed to environmental responsibility, governance and embedding environmental stewardship into our business. We actively manage our environmental risk and have introduced programs and targets to reduce our environmental footprint, particularly around the priority areas of energy and greenhouse gas emissions, paper and waste. We're also changing the way our employees work, generating substantial environmental benefits, and fostering engagement and awareness across the company.



More online:

- + [Environmental strategy](#)
- + [Environmental management system](#)
- + [Environmental governance](#)
- + [Green By Design](#)

Highlights this year



RACE TO REDUCE



Greening our workplace

Throughout Rogers, we continue to incorporate environmentally responsible practices into our building retrofits, interior renovations and new construction. Our [Environmental Design Framework](#) is aligned with Leadership in Energy and Environmental Design (LEED) standards and ensures that sustainability criteria are incorporated across our real estate portfolio.

As described earlier in this Report, Rogers embarked upon a workplace transformation project, called Sharespace, in 2015. As we designed Sharespace, we were mindful of environmental stewardship and included solutions that would help us in our efforts to reduce waste and use less energy and paper. Examples of the environmental benefits and impacts of Sharespace are included throughout this section.

2 CivicAction Race to Reduce Awards

Our head office won the Building Performance Award for Lowest Energy Use, and our Brampton facility won the Building Performance Award for Greatest Energy Reduction over the four-year race.

Recycling Council of Ontario's Gold Award

Our Get Up & Get Green recycling program was recognized for demonstrating leadership and innovation in waste reduction.

Selected again as one of Canada's Greenest Employers

Energy use and climate change

Why it's material

Climate change is important to all of our stakeholders, from the government and our customers to our suppliers. We need to ensure we're mitigating our environmental risks and impacts within our operations as we progress towards a low-carbon economy.

Management approach

Our environmental strategy is to reduce our environmental footprint, manage our environmental risks and promote environmental awareness and engagement internally.

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 ESC consists of representatives from across our organization, with five sub-committees supporting the ESC in implementing the environmental strategy. In 2015, we continued to expand our committee membership to ensure broader representation from across Rogers lines of business.

Our Environmental Policy outlines our environmental standards, approach, and management. We are mindful of environmental considerations when we make decisions about our workplace style, our facilities, our network and purchasing. We have programs and systems to manage our environmental impacts and risks, improve our overall footprint and ensure we consider, and offer programs that reduce the impacts of, our products.

As part of our [Environmental Management System](#), we set clear targets to reduce our energy use and GHG emissions across our organization. Our targets are to make the following reductions by 2025:

- Reduce energy use by 10% from 2011 levels*
- Reduce GHG emissions by 25% from 2011 levels*

* Specific to Scope 1 and Scope 2

Energy consumption

Our performance trends	2015	2014	2013	2012
In GJ except for "Total energy use per revenue"				
Direct energy use	583,285	657,415	635,008	586,954
Indirect energy use	3,792,486	3,599,503	3,412,252	3,203,957
Total energy use	4,375,771 [⊕]	4,256,918	4,047,260	3,790,911
Total energy use per revenue (GJ/millions of dollars)	326	331	319	304

⊕ Independently assured in 2015.



In 2015, Rogers won two annual Race to Reduce Awards, with our One Mount Pleasant office achieving an impressive ENERGY STAR score of 97 and our Brampton Park office achieving a sustained energy reduction of 12.8% over four years

We measure and report our energy usage company-wide, including owned and leased buildings, cell transmission sites, power supply stations, retail stores and our vehicle fleet. Approximately two-thirds of our energy figures are based on actual data, with the remaining one-third based on estimations using industry-accepted standards.

Since setting our energy and associated GHG emission reduction targets, our business has continued growing, with more infrastructure required to run our network, including transmission towers and power supply stations. Despite this growth, we remain committed to our targets with a focus on investing in technologies and implementing programs in the areas in which we can drive energy efficiency.

We report energy usage on an absolute basis (in units of gigajoules, or GJ) to account for our environmental impact and as the basis for our energy reduction target. In 2015, our total energy usage increased by 2.8% over the previous year. This is partially attributed to data centre acquisitions in 2014. The areas in which we've seen greater reductions in energy usage include our fleet operations with a 9.7% reduction, Rogers Centre with a 2.4% reduction, and our transmission sites with a 0.6% reduction. Relative to our base year of 2011, our energy usage has increased by 16.3% due to business growth.

We also report our energy performance relative to business growth, which we believe provides a meaningful comparison and a fair representation of our performance. Rogers total energy usage per million dollars of revenue decreased by 1.5% compared to 2014.

Energy reduction initiatives in 2015

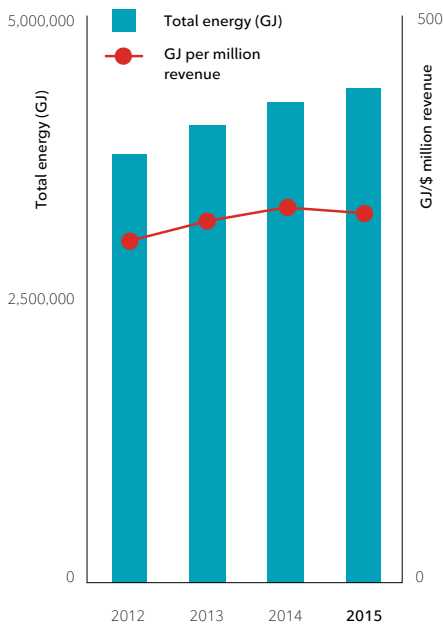
With the launch of Sharespace, we're employing new internal technology and retrofitting our buildings, which will ultimately reduce our energy consumption. Sharespace will also allow us to make more efficient use of our office footprint, significantly reducing our future energy consumption. Initiatives in 2015 included:

- enhancing lighting conditions by maximizing day lighting where we can, as well as constructing glass partitions on the fronts of meeting rooms; and
- installing high-efficiency LED fixtures with motion sensors and daylight sensors to optimize energy performance.

Across our network, we continue to see an increase in our energy usage, primarily due to consumer use of our wireless and broadband networks. For example, increasing network usage leads to rising heat loads per site as more equipment is used, thereby requiring more cooling. To offset these increases, we aim to maximize cooling efficiency and have continued to implement Free Air Cooling (FAC) to reduce power consumption. We currently have 504 FAC initiatives integrated at our cell sites across the country, as well as efficient Computer Room Air Conditioning units.

At the Rogers Centre, we replaced natural-gas control valves in office areas, which will help achieve a consistent temperature and significantly improve energy efficiency. We also installed additional sub-meters that improve our ability to monitor building loads and identify ways to decrease energy usage.

We participate in CivicAction's Race to Reduce, a program that challenges commercial building owners, facility managers and tenants across the Greater Toronto Area to find innovative ways to reduce their total energy usage by 10% within a four-year period. In 2015, we won two annual Race to Reduce Awards, with our One Mount Pleasant office achieving an impressive ENERGY STAR score of 97 and our Brampton Park office achieving a sustained energy reduction of 12.8% over four years.



GHG emissions by scope

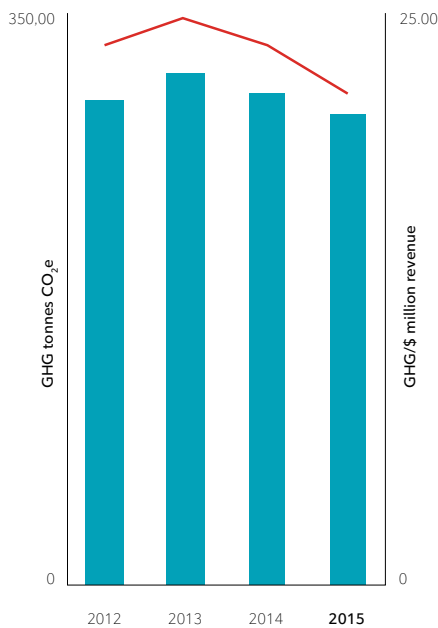


- Scope 1: 14%
- Scope 2: 55%
- Scope 3: 31%

Total GHG

(absolute vs. normalized per revenue)

■ Total GHG emissions Scope 1, 2 & 3 (tonnes CO₂e)



Our carbon footprint

Our performance trend

GHG emissions (tonnes of CO₂)

	2015	2014	2013	2012
Scope 1 (e.g., stationary combustion, mobile fuel, fugitive emissions)	33,558	38,197	36,885	34,945
Scope 2 (electricity purchases)	136,729	140,928	147,383	133,677
Total Scope 1 and Scope 2	170,287*	179,125	184,268	168,622
Scope 3 (e.g., business travel, paper use, employee commuting, office waste)	77,693	78,723	86,361	85,268
Total GHG emissions	247,980	257,848	270,629	253,890
Total GHG emissions per revenue (tonnes of CO ₂ e/\$ in millions)	18	20	21	20

* Independently assured in 2015.

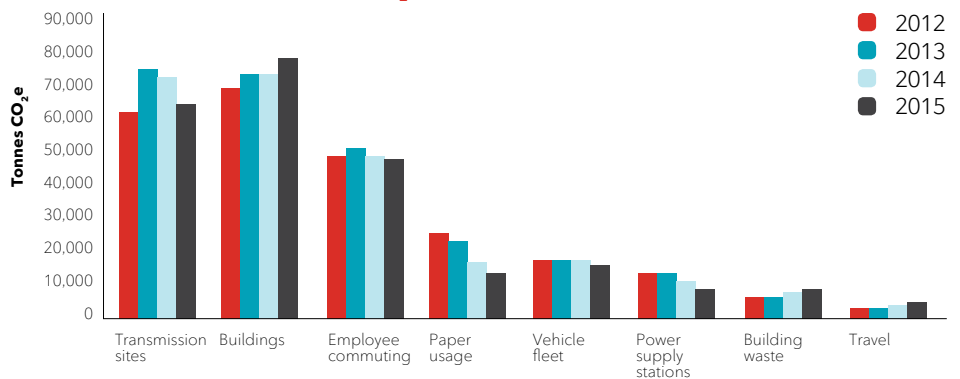
We continue to undertake a comprehensive approach to our GHG measurement through incorporating all aspects of our business, including our networks and buildings, the impacts of employee travel and the operations of the Toronto Blue Jays Baseball Club and the Rogers Centre. Our buildings, which include offices, retail stores and the Rogers Centre, comprised the largest portion of our emissions (32.4%), followed by transmission sites (26.1%), employee commuting (19.8%) and our company fleet (6.6%).

We reduced our total GHG emissions by 3.8% from 2014, with Scope 1 and 2 decreasing by 4.9%. Our reduction in Scope 1 and 2 emissions is primarily due to the lower carbon intensity of the power grid that supplies electricity to Rogers, as well as reduced emission factors from Environment and Climate Change Canada. Our Scope 1 emissions alone decreased by 12.1% due to a combination of energy-efficiency initiatives and a milder Canadian winter, resulting in fewer heating degree days, which is a measure of weather-related heating demand.

Our Scope 3 emissions fell to 77,693 tonnes of carbon dioxide equivalent (CO₂e), a reduction of 1.3% compared to 2014. The Scope 3 reduction was the result of decreased paper use, with paper-related emissions falling by 19%.

Similar to our energy performance, we also report on GHG emissions relative to our business growth. In 2015, Rogers GHG emissions per million dollars of revenue decreased by 10%.

GHG emissions by source (tonnes CO₂e)





We welcomed and watched with the rest of the world the result of the COP21 UN climate change summit in December 2015. World leaders came together to form an agreement that included emissions targets and a commitment to limit global warming to well below 2 degrees Celsius. Our environmental targets, and our commitment to reaching them, puts us in line with these goals. As the policies set as a result of COP21 are instituted across the globe, we'll continue monitoring our own progress and ensure we are aligned with the goals of the agreement and those of our country.

Vehicle fleet and travel

The responsible management of our fleet of 1,886 commercial vehicles and employee travel is another way in which 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 employees commuting to and from work.

Highlights from the past year include:

- the replacement of 263 vehicles with newer models that have smaller engines and more efficient powertrains. As a result, based on mileage driven, we reduced our fuel by 29,212 litres and our GHG emissions by 67,188 kilograms.
- investment in smarter car technologies through the adoption of power inverter systems with auxiliary batteries in our service vehicles. This allows our technicians to operate their equipment and roadside safety lighting without leaving the engine running. By the end of 2015, we have retrofitted approximately 900 vehicles, reducing idle time by approximately two days and saving nearly 2,000 litres of fuel annually;
- production of monthly analytic reports, which include engine diagnostics and overdue preventative maintenance. This allows us to flag any vehicles requiring service and keep our vehicles running efficiently while reducing operational costs;
- enforcing a corporate anti-idling policy to minimize emissions and continuing the use of 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 GHG emissions. Currently we have telematics in 1,536 vehicles; and
- reducing the need for business travel through encouraging employees to use our 94 video-conferencing suites across the country. In addition, we have four TelePresence suites across Canada, which allow remote participants to appear virtually around the boardroom table alongside in-person attendees. Our employees also made use of video-calling technologies such as Skype for Business and Adobe Connect, both of which were installed on their computers as a result of Sharespace.

Paper reduction

Why it's material

Paper is a part of our business - not only are we Canada's largest publishing company, but we also require paper for marketing, billing and internal purposes.

Management approach

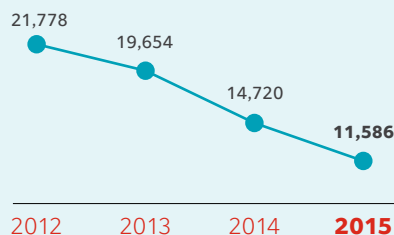
Even though paper is a part of our business, we're committed to reducing the amount we use. This not only helps the environment, but it creates efficiencies in the way our employees work and reflects how our customers consume content and information.

Our Paper Reduction and Sourcing sub-committee oversees our paper performance and responsible paper-sourcing initiatives. Our Publishing Paper Procurement Practices also guide our purchasing decisions for paper used for publishing.

Our performance trends	2015	2014	2013	2012
In metric tonnes except percentage of customers				
Total paper use	11,586 ⁺	14,720	19,654	21,778
- Publishing	8,676	11,098	14,051	15,642
- Marketing and communications	1,779	2,362	4,084	4,264
- Billing	865	937	1,190	1,563
- Internal office use	266	323	329	309
Percentage of customers who received electronic bills	58% ⁺	60%	55%	43%

⁺ Independently assured in 2015.

Total paper use



In 2015, we reduced our total paper consumption by 21.3% from last year. This was achieved by:

- Equipping employees with the technology tools they need to do their jobs effectively, thereby reducing the need for paper, including rolling out laptops for our employees and encouraging digital documentation rather than retaining paper files. Our internal print management strategy also saw us remove 300 print devices from our offices. These changes have helped us achieve a 17.6% reduction in paper used for internal purposes.
- Reducing paper used for marketing by 24.7% this year as we took increased advantage of advertising on digital properties and social media.
- Decreasing billing paper usage by 7.7%, although the percentage of our customers who receive electronic bills fell from 60% to 58%. We continue to encourage customers to switch to e-billing and have updated our MyRogers app to make bills easier to understand online.
- Increasing digital circulation of magazines offered by Rogers Publishing, Canada's largest magazine publisher, through its Texture by Next Issue digital magazine subscription service. As a result, paper used in the production and printing of traditional magazines declined by 21.8% in 2015.

In addition to our reduction efforts, more than 98% of all of the paper we purchased (for marketing, internal 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

Why it's material

We generate waste in our offices and through the lifecycle of our products and services. Reducing that waste is important to our operational efficiency and our stakeholders.

Management approach

Over the last few years, we've been tackling our office waste by influencing the behaviour of our employees. Our Get Up & Get Green program eliminated garbage bins at employees' desks and encouraged them to use centralized sorting bins, with the aim of diverting at least 70% of waste. We continue to monitor 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.

The Waste Management & Recycling sub-committee of our Environmental Steering Committee oversees the effectiveness of our performance and waste diversion initiatives.

Our performance trends	2015	2014	2013	2012
In metric tonnes except percentage of total waste diverted				
Total waste generated (includes office waste)	9,428	7,276	7,550	6,564
Total waste recycled (includes office waste)	5,877	4,019	4,739	3,502
Percentage of total waste diverted from landfill	62.3%	55.2%	62.8%	53.4%



1,326

total metric tonnes of office materials collected from our Sharespace redesign;

96% of

these materials were diverted from landfill

In 2015, we generated 9,428 tonnes of waste, an increase of 30% from 2014, which we primarily attribute to our Sharespace cleanup efforts. Our recycled materials consisted of paper products, followed by e-waste, office furniture, mixed recyclables, and organics. As a result, we achieved a company-wide diversion rate of approximately 62.3%, a 6.9 point improvement from last year.

This was achieved by:

- Encouraging employees to clean up their workspaces as part of our Sharespace office redesign in Calgary, Brampton and Toronto, helping to eliminate 1,326 tonnes of redundant filing cabinets, office furniture and supplies. By partnering with service providers, 4% of these materials was sent to landfill, 49% was recycled, 34% was resold externally, 11.5% was donated to local charities and 1.5% was relocated.
- Expanding our Get Up & Get Green program to Ottawa, Calgary, Mississauga and Vancouver. With a goal of achieving a 70% diversion rate through employee recycling efforts, the program includes installing central waste and recycling stations and delivering staff training on recycling best practices. By the end of 2015, we had 620 centralized Get Up & Get Green units at 13 of our office buildings. Our Get Up & Get Green program was also recognized by the Recycling Council of Ontario, earning the Gold Award in the Industrial, Commercial, and Institutional category.
- Using reusable totes for distributing cable shipments among our warehouses, retail stores, contractors and technicians.

- Hosting recycling events at our larger offices on Earth Day and during Waste Reduction Week to encourage employees to clean their workstations of unused office supplies in order to donate them to local charities.
- Collaborating with our food vendors to use responsible (compostable) take-out containers, expand organic food programs and encourage the use of china and steel cutlery. We've also challenged our food vendors to reduce the amount of kitchen food waste by 25%. At the Rogers Centre, we did this by working with our vendor to donate leftover food to Second Harvest, which delivers it to various community groups throughout Toronto.
- Meeting our goal of having 25% of all food for Rogers cafeterias locally and sustainably sourced by the end of 2015. In order to achieve this, we partnered with 100km Foods Inc., giving us access to small and mid-size producers within Ontario's Greenbelt region that grow high-quality produce and offer small-batch grains, dairy products, oils, vinegars, jams and other grocery items.
- Choosing a carpet made with 36% pre-consumer recycled content for our Sharespace redesign. On our walls in Sharespace, we used zero-VOC (volatile organic compound) paint, a 100%-wool felt accent, and acoustic panels that are 100% biodegradable and contain no VOCs or formaldehyde. These elements improved air quality and increased the amount of reused materials in our design.

2015 waste/recycling



- Cardboard & mixed fibres 24%
- Furniture assets 9%
- Electronics 9%
- Mixed recyclables 8%
- Organics 6%
- Other 6%
- Landfill 38%

Spills and releases

To help mitigate our risks of spills and releases, we regularly offered spill management training sessions as a part of our Environmental Management System. This training ensured our employees understood the potential impact of releases, applicable regulatory requirements, and actions required when a release occurs. We have also distributed over 300 spill kits at our buildings and network sites as a part of our emergency planning to help prevent land and water contamination.

In 2015, Rogers had the following releases and spills:

- No Level 3 spills, which are reportable to Environment and Climate Change Canada within 24 hours and are greater than 100 kg.
- 13 Level 2 spills, which were reportable spills of 10 to 100 kg.
- 116 Level 1 spills, which were less than 10 kg and not reportable to Environment and Climate Change Canada.

Water reduction

Protection of the world's limited fresh water supply through conservation efforts, such as reducing consumption and preventing the contamination of water sources, is critical in sustaining our ecosystem. Our major use of water is for employee needs, such as washrooms and kitchens on our premises. In 2015, we used 314,756 cubic metres of water.

Water conservation is a key principle of the Environmental Design Framework Rogers applies to building design and operations. We implement initiatives to minimize the adverse impacts of our operations on the water supply. For example, as a part of our Sharespace redesign, we installed high-efficiency water fixtures and appliances and implemented strategies for more water-efficient landscaping.



60

**Rogers buildings
turned off the
lights for Earth Hour
in March**

Engaging employees in sustainability

Employee engagement is crucial to the success of our corporate environmental program. We lead various initiatives to encourage employee participation and offer support to employee-led projects and volunteering.

Green programs and incentives

- We continued to expand our Get Up & Get Green employee recycling program by installing central sorting stations for waste and recyclables in more of our offices. As of the end of 2015, we have installed approximately 620 sorting stations in 13 buildings.
- To encourage environmentally friendly commuting amongst our employees, we offer corporate discounts for Toronto Transit Commission (TTC) passes to make public transit more affordable. Over 10,000 employees took advantage of this program in 2015.

Green Teams

- We continue to see an increase in the formation of Green Teams, which aim to raise awareness of Rogers environmental programs and educate co-workers on best practices in our offices across Canada.
- To mark our seventh year of participation in Earth Hour, more than 60 Rogers buildings turned off the lights for this annual awareness activity in March 2015.

Training and education

- We implemented an employee training series related to our Environmental Management System to educate team members on our various programs relating to compliance and reducing paper, energy use and waste.
- We took part in national events like Earth Day, Waste Reduction Week and Earth Hour by hosting local activities where employees learned about environmental issues and contributed to solutions. For example, during our Earth Day events in 2015, we collected almost 6 metric tonnes of electronic material for recycling.

Corporate volunteering

- Many employees take part in the Rogers Employee Volunteer Program. This program allows employees to dedicate one paid day off each year to volunteering for a cause they care about, including environmental activities like cleanup days and tree planting events.

Community investment



Community investment

We're committed to helping build strong communities and solving issues that matter to Canadians, from helping kids reach their potential through Rogers Youth Fund to bridging the digital divide through our Connected for Success program.

Highlights this year

\$65.6

million in cash and in-kind community investment

10,258

low-income households benefited from Connected for Success, an affordable Internet solution that helps bridge the digital divide



Community giving



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.

Community giving enhances the Canadian economy, engages employees and is a part of our responsibility as a large Canadian company.

Management approach

We aim to create positive social and economic impacts through our community investment, while also aligning our giving to causes that are important to our stakeholders and our employees.

We follow the benchmarks of corporate citizenship established by Imagine Canada, with the target to commit at least 1% of our net earnings before taxes to charities and non-profit organizations. Our Corporate Donations and Sponsorship Policy ensures that all donations are aligned with our community investment strategy, are properly authorized and are tracked in order to have a greater impact in our communities.

Our employees get involved too - Rogers Employee Volunteer Program and our Volunteer Policy allow employees to take one paid day off per year to volunteer at the charity of their choice.

Rogers Youth Fund by the numbers 2011-2015

Rogers Youth Fund has been active since 2011, and we are proud of the impact it has had for at-risk youth across the country. Below are some of the highlights:

36

Boys & Girls Clubs were outfitted with technology centres, which serviced 42 communities

16

regional partners offered after-school programming in Canada's major centres

5,419

youth have been reached through the RRTG program through registration and use of the technology centres

341

mentors involved in the Rogers Raising the Grade (RRTG) program

Our performance trends

(in millions of dollars)

	2015	2014	2013	2012
Community investment - cash	7.5	10.4	10.5	11.6
Regulated community investment - cash ²	1.8	2.6	2.7	2.8
Total cash community investment	9.3*	13.0	13.2	14.4
Community investment - in-kind	27.6	24.6	21.5	16.3
Regulated community investment - in-kind ¹	28.7	33.2	36.4	37.4
Total in-kind community investment	56.3*	57.8	57.9	53.7
Total community investment	65.6*	70.8	71.1	68.1
Percentage of pre-tax profits donated to charities and non-profit organizations	4%*	4%	3%	3%

¹ This is the value of operating our Rogers TV community stations, which air local programming that promotes local events and charities. It is a condition of licence for broadcasting entities and therefore considered regulated community investment.

² Includes cash donations made during the reporting period that are tied to a regulatory decision or process, such as a condition of license for broadcasting entities.

* Independently assured in 2015.

In 2015, Rogers donated \$65.6 million* in cash and in-kind community investment to charities and non-profit organizations. This represented 4%* of our income before taxes, which is on par with 2014, and exceeded the giving benchmark of 1% established by [Imagine Canada](#).

Our main community program for 2015 was [Rogers Youth Fund](#), which funded after-school support programs across Canada focused on helping youth graduate from high school. This past year, the fund continued to support educational programs – including homework clubs, tutoring and alternative schooling – offered by 16 regional partners across Canada, helping youth excel both inside and outside the classroom.

There were 977 youth registered in [Rogers Raising the Grade \(RRTG\)](#), an interactive after-school program in 36 Boys & Girls Clubs that features mentoring, technology centres and e-learning activities to help youth shape their career goals and plan for the future.



Other community investment programs

- Our [Jays Care Foundation](#) raised \$4.3 million for programs and facilities that support physical activity, education and life-skill development among Canadian youth.
- We devoted \$56.3 million to in-kind giving resources in 2015. This includes the value of public service announcement (PSA) air time on our radio and television stations for charities and non-profit organizations to promote their causes or events. Through RogersTV, we promoted local charities and community events in our cable footprint, through airing of PSAs and on-air segments.
- Rogers Media properties supported the Global Citizen Festival, providing editorial integration with Rogers Radio websites and live-streaming the festival from New York. The festival was a part of the Global Citizen campaign, which is committed to 17 global goals aimed at ending poverty, fighting inequality and injustice and fixing climate change.
- We supported many arts causes, promoting and celebrating our Canadian culture and artists. For example, we have sponsored the Rogers Writers' Trust Fiction Prize, which recognizes Canadian writers for the year's best novel or short-story collection, since 1997.
- Rogers donated \$100,000 to the Canadian Red Cross to help settle the 25,000 Syrian refugees who came to Canada.
- For the 12th year, we sponsored the Rogers Santa Claus Parade in Vancouver, which attracted over 300,000 spectators and raised money and food donations for families in need.



New beginnings in Central Saanich: helping First Nations youth plan their futures

Angi Eddy can't say enough about the impact of RRTG in her community.

"I have been able to help a teen who dropped out of high school get back into classes," explains the Education Supervisor of Boys & Girls Club Services of Greater Victoria in British Columbia. "I watched a young mother defy all the expectations she had for herself and apply to college. A youth who failed all her classes last year recently showed me a report card that is honour roll-worthy. And the program has been running for less than six months!"

Eddy works at the brand-new Norgaard Central Saanich Club facility, which serves a large population of youth from the Tsartlip, Pauquachin, Tseycum and Tsawout First Nations. The community identified a need for the kind of academic support and mentoring that RRTG offers young people. Realizing the new facility wouldn't be completed until January 2015, Eddy took the initiative to start running RRTG sessions at a local coffee shop, bringing laptops and tablets and meeting with youth a few times a week.

With the grand opening of the club's Rogers Raising the Grade Tech Centre, young people now have a dedicated space where they can go after school. They're getting help with their homework and connecting with mentors and other youth as they increase their digital literacy and make plans for their post-secondary future. The tech centre is now regularly filled to capacity, and Eddy believes this is due in part to making educational technology available to youth who don't have easy access to computers or the Internet.

"Rogers Raising the Grade is such an opportunity," says Eddy. "It's amazing to see the kids discover education and career opportunities they had never considered or even thought possible. Often the youth haven't been told that they can succeed in school, and it's a privilege to support and celebrate them. Every day, we are seeing an increase in interest and in motivation. It's a huge boost for the community."

Employee giving and volunteerism

Our performance trends	2015	2014	2013	2012
Employees who volunteered through Rogers Employee Volunteer Program	787*	1,263	1,386	512
Volunteer hours invested by Rogers employees	5,116*	8,210	9,009	3,328

* Independently assured in 2015.

We actively support employees' community activities through the Rogers Employee Volunteer Program. Employees can volunteer for one paid day each year with 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 787* employees volunteering through the Rogers Employee Volunteer Program, representing 5,116* volunteer hours. Since reaching a high of 1,386 participants in 2013, however, the numbers have dropped. We attribute this mostly to ongoing issues in getting employees to report their volunteer activities/hours in our online volunteering portal, which makes it challenging to capture the full amount of volunteer time. In 2016, we plan to increase awareness of the program through communications and employee events and drive participants to our online portal.

Examples of employee volunteerism in 2015:

- The Credit Operations team in Toronto volunteered at the Yonge Street Mission, sorting toys for children and creating care packages for delivery to seniors. The experience was a great opportunity for the team to work together and foster team-building outside of the office.
- The Corporate Real Estate team helped set up a haunted house for the children at St. Alban's Boys & Girls Club in Toronto. This was for a Halloween event at the club, designed to build a memorable experience for the kids.
- Our Moncton offices got together once again to participate in the United Way of Greater Moncton and Southeastern New Brunswick's Day of Caring. One hundred Rogers employees volunteered for this year's Day of Caring, helping out at United Way agencies such as Greater Shediac Community Garden, St. Augustine's Housing and the John Howard Society.



“Volunteering at the Yonge Street Mission made everyone appreciate how fortunate we are to be able to give back and to have an employer who supports and encourages this. There was a strong commitment and buy-in across the team that this will become an annual event for us, and we are actually investigating what opportunities we have to do it more frequently on our own time.”

Kara Simpson
Director, Credit Operations

In addition to volunteering, our employees also devote their time to raising money for our annual United Way campaign. In 2015, our employees once again raised over \$1 million for United Way chapters across Canada by hosting fundraising events and making donations through payroll.

We also offer volunteer opportunities for the public through our community channel, [RogersTV](#). In 2015, we worked with 2,300 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](#)
- + [Rogers Raising the Grade](#)
- + [Jays Care Foundation](#)

Supporting families & Syrian refugees: Rogers Toy and Coat Drive

This past holiday season, we led a cross-company toy and coat drive for families in need, including many Syrian refugees who were on their way to Canada. With the care and commitment of our Rogers employees, we supported many charities across Canada in need of coats and toys for the holiday season. As a part of the program, we delivered new toys and gently used coats to charities such as Moncton Headstart, Culture for Youth, United Way, and Boys & Girls Clubs.

Digital inclusion

Why it's material

The Internet has become an essential tool that provides access to information, education and the world around us, yet many Canadians don't have access to it. We're finding ways to bridge that gap. The Rogers Connected for Success program is about bringing more Canadians online by offering reliable Internet at a great price.

Management approach

Rogers is at the forefront of Canadian technology and innovation. 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 the "digital divide" that exists, separating those who are fully part of the online world and those who have fallen behind.

Bridging the digital divide is a part of how Rogers skills and resources can make a real difference. Our signature program, Connected for Success, offers affordable broadband to those living in non-profit housing. The program is managed by our Corporate Social Responsibility team.

Our performance trends

	2015	2014	2013
New subscribers for Connected for Success program	4,129	4,204	1,925 ¹

¹ Program introduced in June 2013.

Affordable Internet access

This past year, our [Connected for Success](#) program continued to bring affordable Internet to low-income families. The program began in August 2013, offering high-speed home Internet at \$9.99 a month to residents of Toronto Community Housing. This is lower than Internet 5, our low-cost Internet service for anyone in a similar service area, which is \$24.99 per month. In 2015, we increased our subscribers by 4,129, for a total of 10,258 subscribers. In 2016, we plan to expand the program to other communities within our cable footprint, in Eastern and Southwestern Ontario, New Brunswick and Newfoundland.

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 see the Customer Experience section of this Report.

Digital literacy

Besides 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 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.

Tech Essentials



More online:

- + [Connected for Success](#)
- + [Tech Essentials](#)

Economy and society



Economy and society

We are committed to being a strong Canadian growth company, and we strive to create positive value for local economies and Canadian society through our everyday business activities.

Highlights this year

\$13.1

billion economic value distributed

\$881

million in taxes and government payments

\$2.3

billion of sales and payroll taxes collected on behalf of governments

\$977

million paid to our shareholders in the form of dividends

Economic performance

Why it's material

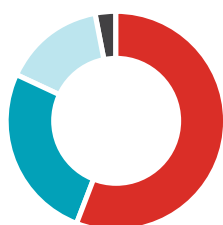
As a large Canadian company and employer, we have a responsibility to make a positive impact on our country and economy.

Management approach

We've made it a core pillar of our Rogers 3.0 strategy to be a strong Canadian growth company. Profitable growth and strong results enable us to invest in our network and our people, support small businesses and deliver shareholder returns. We're also impacting the economy indirectly by procuring goods and services, paying taxes and making other significant government payments, and supporting our communities.

The Board of Directors oversees Rogers overall economic performance, while the Finance Committee of the Board reviews matters relating to the company's investment strategy and debt and equity structure.

2015 operating revenue by segment
\$13.4 billion



- Wireless 56%
- Cable 26%
- Media 15%
- Business solutions 3%

Our performance trends

(in millions of dollars)

	2015	2014	2013	2012
Direct economic value generated:				
Revenues	13,414	12,850	12,706	12,486
Economic value distributed:				
Operating costs	6,155	5,631	5,541	5,506
Employee salaries and benefits and stock-based compensation (excluding payroll taxes)	1,839	1,805	1,811	1,689
Shareholders and providers of capital:				
Dividends paid ²	977	930	876	803
Interest paid ²	771	778	700	680
Taxes paid and other government payments ²	881	1,140	1,022	1,001
Capital expenditures ²	2,440	2,366	2,240	2,142
Community investments	9	13	13	14
Total economic value distributed¹	13,072	12,663	12,203	11,835

¹ In 2015, we have updated our methodology in presenting total economic value distributed by Rogers operations. Prior year figures have been restated to reflect our updated methodology.

² Certain items are presented on a cash basis because it is more relevant to our stakeholders.

Independently assured in 2015.

Economic value generated and distributed

Our economic value generated rose in 2015 by more than 4% from the previous year. Total economic value distributed has increased to \$13.1 billion in 2015. Some of the key elements to our economic value include:

- We continued to deliver solid returns to shareholders in 2015, with revenues growing by 4% to \$13.4 billion. We paid \$977 million in cash dividends, an increase of \$47 million from 2014.
- We paid \$1.84 billion in salaries and benefits in 2015, with benefits including health benefits, a share-matching purchase plan and pension payments.
- Taxes and other government payments totaled \$881 million. The decrease from 2014 was primarily due to the decrease of income taxes paid, as a result of the utilization of tax loss carry-forwards from the acquisition of Mobilicity.
- We continued to invest in our networks and data centres with a total of \$2,440 million in capital expenditures, which were directly distributed to our suppliers.

Taxes paid and other government payments

We proactively manage our tax affairs to enhance Rogers business decisions and optimize after-tax free cash flow to invest in our business and for shareholder returns. We have established a comprehensive set of policies and procedures to ensure we are compliant with all tax laws and reporting requirements, as well as filing all 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. We also engage with government policy makers on taxation matters that affect Rogers and its shareholders, employees, customers and other stakeholders.

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

- various taxes on salaries and wages we pay to approximately 26,000 active employees;
- property and business taxes;
- unrecoverable sales taxes and customs duties; and
- broadcast, spectrum and other regulatory fees.

As outlined in the table below, the total cost to Rogers of these payments in 2015 was approximately \$881 million. In addition, we collected on behalf of governments approximately \$1,735 million in sales taxes on our products and services and \$561 million in employee payroll taxes.

Taxes paid and other government payments



- 21% income taxes
- 15% payroll taxes
- 58% broadcast, spectrum and other regulatory fees
- 6% property, business, non-recoverable sales taxes and customs duties

(in millions of dollars)	Income taxes	Sales taxes paid	Payroll taxes	Regulatory & spectrum fees ¹	Property & business taxes	Total
Canadian Federal Government	101.4	-	86.7	509.1	3.7	700.9
British Columbia	4.7	4.1	1.6	-	3.7	14.1
Alberta	16.0	-	0.1	-	5.3	21.4
Saskatchewan	1.4	0.2	-	-	0.3	1.9
Manitoba	1.0	0.6	0.2	-	0.6	2.4
Ontario	46.6	3.9	36.1	-	21.3	107.9
Quebec	9.3	0.5	7.9	-	7.9	25.6
Maritime Provinces	3.2	-	0.6	-	3.1	6.9
Total	183.6*	9.3	133.2	509.1	45.9	881.1

¹ Includes an allocation of \$265.8 million relating to the \$1.0 billion, \$3.3 billion and \$24 million we paid for the acquisition of spectrum licences in 2008, 2014 and 2015 respectively.

* Independently assured in 2015.

Supporting small business

We are committed to providing Canadian businesses of all sizes the tools and resources to drive productivity, efficiency and growth. Our focus on launching “as-a-service” technologies allows businesses to focus on their day-to-day responsibilities and providing the best customer experience, while we take care of maintaining and monitoring their technology and connectivity. In 2015, we launched Wi-Fi as a Service to ensure that Canadian businesses stay connected with secure and reliable Internet that operates seamlessly in the background, with around-the-clock support from Rogers. In early 2016, we also announced a new cybersecurity solution “as-a-service,” enabling Canadian businesses to stay protected and secure with a full suite of cybersecurity solutions. We will continue to launch new “as-a-service” offerings for Canadian businesses in 2016.

Approximately 98% of all businesses in Canada are small, and our founder, Ted Rogers, was one of Canada’s most successful entrepreneurs. It’s in that spirit that we want to continue fostering innovation and entrepreneurship in our country. In 2015, we hosted our second annual event series, Rogers Talks, where we connected small-business owners with industry experts to provide them with actionable and practical tips for success. The events are free and held in six cities across Canada – Vancouver, Calgary, Winnipeg, Toronto, Ottawa and Montreal. Prominent Canadian business leaders serve as guest speakers, sharing their advice and experiences.

In 2016, we will continue to focus on offering small businesses the tools, technology and expertise to help them thrive. We will roll out 72 Small Business Centres at retail locations across Canada, allowing us to connect with and support our business customers in a more personal way. We are also introducing Gigabit Internet service in Ontario, so small businesses can become more efficient and productive with faster speeds for file transfers and downloads, as well as managing multiple applications and systems simultaneously and securely.

Supply chain management

Why it’s material

Effectively managing our supply chain is key to being a sustainable business. Our stakeholders look to us to use our influence as a large purchaser to drive socially responsible practices in our supply chain.

Management approach

We ensure that we have a strong, sound procurement process and that our suppliers adhere to both our Contractor Code of Conduct and Rogers Business Conduct Policy. These set out what we expect from our suppliers in terms of ethical, social, labour, health and safety, and environmental behaviours.

Supplier selection is overseen by our SVP, Procurement & Supplier Management.

Our performance trends	2015	2014	2013	2012
Total suppliers	15,015	15,623	16,479	17,481
Percentage of competitive bid processes where the supplier agreed to our Contractor Code of Conduct and Business Conduct Guidelines	100%	100%	100%	100%
Percentage of our top 200 suppliers who are Canadian or have significant operations in Canada ¹	67%	n/a	n/a	n/a

¹ Indicator introduced in 2015.

Procurement & supply chain management

We work with 15,015 suppliers, both in Canada and internationally. We do not have a specific policy to purchase only from Canada, as many of the products that we sell can only be sourced from international companies. However, of our top 200 suppliers, over 67% are either Canadian or have substantial operations in Canada.

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 enterprise-wide, corporate and internal business	<ul style="list-style-type: none"> • Marketing services • Human resources services and benefits administration • Professional services

Our Procurement and Supplier Management team uses industry-accepted practices to select suppliers and 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 [Contractor Code of Conduct](#) and Rogers Business Conduct Policy.

Ethical procurement

Our Contractor Code of Conduct is the policy and standards to which we expect our suppliers to adhere. It includes clauses based on labour, social, health and safety, environment, management systems and ethical standards. All of our suppliers must adhere to the Code of Conduct. If we detect that any of our suppliers exhibited behaviour that is in violation of this code, we give them notice for corrective action. If no corrective action is taken, we may terminate the agreement.

In 2015, we conducted an Ethical Procurement Practices (EPP) survey with our top 200 suppliers, which accounted for approximately 60% of our supplier expenditure. Our EPP survey also formed part of our standard RFX and competitive bid templates in our sourcing solutions software, which requires a mandatory response and forms part of the supplier's evaluated proposal. During last year, we had 137 sourcing events, which all contained the EPP survey.

The survey included questions around five key areas: labour, society, health and safety, environment, and ethics and anti-corruption. Of our top 200 suppliers, 104 completed the questionnaire, in addition to 100% of potential suppliers in our 2015 RFX process. Through the survey, we found no evidence that our supply chain is not conforming to CSR principles and our values.

Conflict minerals have been a cause for concern among stakeholders over the last number of years. Our Contractor 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. All of our handset suppliers have publicly available policies or statements on conflict minerals or have filed reports to the U.S. Securities and Exchange Commission (SEC) in compliance with the Dodd-Frank Act. If a supplier finds conflict minerals in its materials, it must disclose this to us immediately and take immediate steps to implement controls to avoid this in the future.

Joint audit cooperation

In early 2016, we joined the Joint Audit Cooperation (JAC), a group of global telecom companies that share common suppliers and want to ensure these vendors are adopting principles of sustainability in their operations. JAC has the vision to raise CSR through a common base of suppliers, and to ensure they adhere to internationally recognized supply chain and sustainability standards along the ICT supply chain, upholding human rights and social, labour and environmental standards.

Each member is assigned a group of suppliers to audit. Criteria used to audit the suppliers are based on guidelines established by JAC, which are available online. The information is shared among members of JAC, each of whom then evaluate the results and subsequently formulate and implement corrective action plans and ongoing improvement programs as necessary with the suppliers and their sub-suppliers. JAC also seeks to establish long-term cooperation with suppliers to reduce risk and ensure ethical and sustainable behaviours across the technology supply chain. Rogers was the first Canadian company to join JAC, and we will begin our first audits in 2016.

Public policy

Why it's material

Rogers operates in a highly regulated industry, making public policy and regulatory compliance of significant relevance to our company.

Management approach

We actively participate in public policy discussions that are relevant to our operations and are fully transparent about our positions and activities. Our Corporate Affairs team and our Chief Corporate Affairs Officer manage our lobbying activities and interactions with policy makers, governments and regulators. We are heavily involved with governments and regulators at the federal level through our Corporate Affairs teams in Ottawa and Toronto. The majority of our interactions take place with two groups that regulate our activities: i) the Canadian Radio-television and Telecommunications Commission (CRTC) under the Broadcasting Act and the Telecommunications Act; and ii) Innovation, Science and Economic Development Canada.

Rogers Business Conduct Policy governs all interactions with elected officials and government employees. This policy outlines appropriate lobbying activities and prohibits giving gifts, money, property, entertainment, favours or bribes to public officials. 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 lobbying activities and our contributions to public policy are under the management of our Chief Corporate Affairs Officer, who reports directly to our CEO.

\$21.4

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

Our performance trends	2015	2014	2013	2012
Contributions to political parties	\$129,580 ¹	\$142,350	n/a ¹	n/a ¹
Funding provided to support Canadian film and television production through the Rogers Group of Funds (\$ in millions)	\$21.4	\$28.4	\$27.6	\$25.8

¹ Indicator first disclosed in 2014.

² Independently assured in 2015.

In 2015, Rogers contributed \$129,580² 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. All of our federal lobbying activities are reported monthly with the Office of the Commissioner of Lobbying of Canada. The "Regulation In Our Industry" section of our 2015 Annual Report provides a detailed discussion of government regulation and regulatory developments that affected Rogers last year.

In 2015, we defined our company purpose and vision to build a brilliant digital future for Canadians. Canadians want simple and secure connections to the things that matter most to them at work, at home and in their communities. They measure digital products and services against the best in the world. They expect good value and think everyone should enjoy the benefits of the Internet. They expect leading companies like ours to continue to invest so that our networks offer world-class speed and reliability. They also expect that all companies doing business in Canada will respect Canadian rules.

This vision is about putting Canadians first, and we direct our policy efforts and position in support of this purpose. We support the Canadian government's position to rely on market forces, which fosters innovation and good service. We also recognize that the television landscape and customers' viewing habits are changing. We advocate for a level playing field to ensure that Canadians have the best choices for content.

Supporting Canadian content

We support investment in and creation of Canadian content and programming. We do this through the support of the Canadian Media Fund and through our [Rogers Group of Funds](#), consisting of Rogers Telefund, Rogers Cable Network Fund and Rogers Documentary Fund.

In 2015, we supported 86 productions in English and French with approximately \$21.4 million in funding, down from \$28.4 million the previous year. This funding helped producers create new and original Canadian content for both film and television.

In addition, we sponsored film and television festivals, including the Vancouver International Film Festival, Banff World Media Festival, and Hot Docs. We also continue to sponsor Rogers Best Canadian Film Award, one of the richest arts awards in the country. Director Denis Villeneuve won the \$100,000 cash prize in 2015 for the film *Enemy*.

\$493+

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

Connect with us

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

Discover more about our corporate social responsibility: rogers.com/csr

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