

Building a brilliant digital future



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

Rogers is a leading diversified Canadian communications and media company that's working to deliver a great experience to our customers every day. We are Canada's largest provider of wireless communications services and one of Canada's leading providers of cable television, high-speed Internet, information technology, and telephony services to consumers and businesses. Through Rogers Media, we are engaged in radio and television broadcasting, sports, televised and online shopping, magazines, and digital media.

We, us, our, Rogers, Rogers Communications, and the Company refer to Rogers Communications Inc. and our subsidiaries. RCI refers to the legal entity Rogers Communications Inc., not including our subsidiaries. Rogers also holds interests in various investments and ventures.

This Rogers Corporate Social Responsibility (CSR) Report communicates our social, environmental, and economic performance in Canada for the 2016 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 2016 and the progress we've made in addressing our top material topics identified through our stakeholder engagement exercise. The CSR Report is available online as a downloadable PDF.

Global Reporting Initiative (GRI): 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 GRI G4 Sustainability Reporting Guidelines.

About Rogers website: The Impact and Responsibility pages on Rogers' website (rogers.com/csr) contain high-level information on our programs and performance

as well as links to policies related to our material topics. 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 2016 CSR Report has been prepared in accordance with the G4 core reporting requirements. Download our [2016 GRI Index](#).

Data measurement

We have a CSR team that 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 unless otherwise stated. All information is as of December 31, 2016 unless otherwise indicated.

External assurance

For the fifth 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 2016 assurance report on selected performance indicators is on page 5 of this Report, and KPMG's audit report on Rogers 2016 consolidated financial statements is on page 99 of Rogers' [2016 Annual Report](#).

Symbol key

Assurance

★ Data assured by KPMG in 2016

Help us improve

We encourage your ideas and comments to help us improve our reporting.

Email us at csr@rci.rogers.com

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, 2016, on certain quantitative performance information disclosed in the 2016 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

- Percentage of employees trained in Business Conduct Policy (%)

Customers

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

Employees

- Employee engagement score (%)
- Participation rate in the employee engagement survey (%)
- Voluntary turnover rate (%)
- Visible minority employees overall and in senior manager roles (%)
- Persons with disabilities overall and in manager roles (%)
- Women employees overall and in senior manager roles (%)

- Aboriginal employees overall and in senior manager roles (%)
- Lost-time incident rate

Environment

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

Community

- Community investment - cash (\$)
- Community investment - in-kind (\$)
- Pre-tax profits donated to charities and non-profit organizations (%)
- Volunteer hours (number)
- Employees who volunteer through Rogers Employee Volunteer Program (number)

Economy & Society

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

Select GHG Indicators

Scope 1 and Scope 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 and 4 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.

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 of data collection and reporting processes for 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 Standard 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 in 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, 2016, the Selected CSR Indicators, as described above and disclosed in the 2016 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, 2016, as identified above

and disclosed in the 2016 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.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants
May 31, 2017
Toronto, Canada



A message from our President & CEO

Since I joined Rogers this spring, I have been impressed by the passion of our employees. They have a deep pride for working at Rogers, they are driven to do what is right for our customers, and they are committed to supporting our communities where we live and work. Social responsibility is something I strongly believe in – it makes good companies better and makes a positive impact on our communities and planet.

Taking care of our customers is key to our success and is an important part of being a good corporate citizen. Over the past year, we have continued to listen to our customers in order to better understand their needs. In response to their feedback, we increased our self-service options, including launching a new data management function on the MyRogers app that allows customers to effectively manage their data use. We also expanded our **Roam Like Home™** offering so that our customers now have fixed-rate roaming in over 100 destinations. With these and other changes outlined in our CSR Report, we saw a 42% decrease over 2015 in complaints submitted by our customers to the Commissioner for Complaints for Telecommunications Services (CCTS). We are pleased with our progress, but know that we still have more to do to improve our customer experience.

We also believe that ensuring our products are accessible to those less fortunate is an important way to make a difference in society. In 2016, we expanded our **Connected for Success™** program, which provides affordable broadband Internet to people living in non-profit housing across our cable footprint.

Approximately 150,000 households are eligible for the program, and over 13,090 households have already registered. Our employees are what makes us who we are and investing in their development is a top priority for Rogers. In 2016, we invested \$59.1 million in employee training and launched new leadership development programs designed to help them be stronger leaders and collaborate better. We also continued the rollout of our workplace transformation program, creating more flexible and collaborative workspaces for employees at all levels. With the help of these programs, we were able to reduce voluntary turnover by 2.7 points and increase employee engagement by 2 points, to 78%, from 2015.

We continued with our efforts to meet our environmental targets, including a 25% reduction in Scope 1 and Scope 2 greenhouse gas (GHG) emissions and a 10% reduction in energy use by 2025, based on 2011 levels. In 2016, we reduced our Scope 1 and Scope 2 GHG emissions by 3.7% and our energy use by 3.6% over 2015. We also reduced our overall paper consumption by 20%.

We have also strengthened our efforts to ensure our suppliers adhere to sustainability principles and ethical values. 2016 was our first full year of membership in the Joint Audit Cooperation (JAC), a consortium of global telecom companies who share common suppliers. Through our membership in JAC, we audited five suppliers in 2016 and gained access to audit reports of 64 other suppliers.

In 2017, we will continue to make progress in good corporate citizenship, including a new community investment program, which will build upon our existing commitment to education. We are excited about the program and look forward to sharing details with our stakeholders in the future.

We hope that you will enjoy this CSR report and we welcome any feedback from any of our stakeholders.

Joe Natale
President & CEO

CSR at Rogers



CSR at Rogers

We're working hard to bring a brilliant digital future to Canadians from coast to coast, by investing in our products and services, our communities, and our economy.

Our business strategy

Rogers' strategic priorities consist of seven pillars, with the goal of re-accelerating growth across our operations relative to our industry peers. 2016 was the second full year of our new set of strategic priorities that were launched in May 2014, and within this report, you will see the data points that demonstrate how our plan is working. The seven pillars within our strategic priorities are outlined below.

Strategic pillar	What that means
 <p>Be a strong Canadian growth company</p>	The overarching goal of our strategy is to accelerate revenue growth in a sustainable way and translate this revenue growth into strong margins, adjusted operating profit, free cash flow, an increasing return on assets, and returns to shareholders.
 <p>Overhaul the customer experience</p>	Improving customer experience is core to our strategy. We believe that we can improve significantly in this area and have started on that journey. Our goal is to make it easy for customers to interact with Rogers when, how, and where they want, with a focus on becoming a leader in self-serve options. This means simplifying our processes and policies and integrating them into our IT systems and front-line employee training.
 <p>Drive growth in the business market</p>	Currently, we provide our business customers with core telecommunication services such as wireless, broadband, next generation IP, and data centre services, and have begun offering emerging services, such as unified communications and collaboration, security, cloud, and Internet of Things (IoT). We believe our strategy of being first-to-market with business service innovation, supported by an aligned and execution-focused organization, will deliver new opportunities for Rogers in the business market. These opportunities will be a key focus of ours as we strive to attract and serve more business customers.
 <p>Invest in and develop our people</p>	Our employees are the heart and soul of Rogers and their passion for our company and our customers is world-class. Our strategy is to invest more in our people by updating our onboarding, training, and development programs and establishing clear accountabilities for all employees. We strive to provide our people, particularly our front-line employees, with the training, tools, and support they need. We believe that providing better training and tools to empower our employees will lead to increasingly positive experiences for our customers.
 <p>Deliver compelling content everywhere</p>	Rogers has some of the most sought-after media assets in Canada, with leading sports assets, radio stations, periodicals, and television programming. We will continue to invest in compelling content for our customers and focus on enhancing the cooperation between our Wireless, Cable, Business Solutions, and Media teams so we can fully leverage our highly popular content and make it available wherever our customers want to consume it.
 <p>Focus on innovation and network leadership</p>	Innovation has always been a part of our identity. Whether it is bringing to market new products or the latest network technologies, Rogers has led the way with many "firsts". We will continue to invest in our wireless and cable networks and innovative new products that run across them. We will aim to meet the growing demand for data with the highest quality of service while maintaining our network speed advantage. We will continue to generate and develop technologies and services that support our core product offerings.
 <p>Go to market as One Rogers</p>	One Rogers is our plan for all of our employees, network, content, and brand assets to work much more closely together. To operate as One Rogers, we must remove barriers to collaboration, cooperation, and agility across the organization. This allows for assets and expertise in one part of the company to be easily shared with other parts of the company to the benefit of our customers. We will work as One Rogers across our business segments to deliver enriched experiences across our product sets and customer base.

Vision and Values

Our vision and values describe who we are, what we aspire to achieve, and how we achieve it.

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

As part of our strategic priorities, we've placed a greater focus on the value we bring to our customers, investors, employees, and communities. Intrinsic to this is responsibility. We aspire to a brilliant digital future, and that is about providing the best experience possible and ensuring no one is left behind in the digital economy.

We know that Canadians want simple and secure connections to the things that matter most to them at work, at home, and in their communities. To achieve this, we invest in programs that make it easier for customers to do business with us and to use our products worry-free. We also focus on access to the Internet through expanding our affordable broadband program for those living in non-profit housing providers, Connected for Success. In addition, we have increased our oversight of

> CSR at Rogers

- Good governance
- Customer experience
- Employee experience
- Environmental responsibility
- Community investment
- Economy and society

our supply chain, continued to invest in our communities, and enhanced our environmental programs. Our employees are one of our greatest assets and the enablers of everything we do, and we continue to invest in and develop our people to help us achieve our goals.

Throughout this Report, you will read about how our strategy affects our CSR programs and progress.

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 our customer service, our towers locations, our employee programs, or our stand on policy matters.

We have many channels for listening to and communicating with our stakeholders. 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 2016, as well as the topics that impact, or are of interest to, our stakeholders.

Stakeholder group	Ways we engaged in 2016	Key issues raised in 2016	Associated material topic
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 Consumer outreach Meetings with consumer advocacy groups 	Customer service	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
		Training and development, internal mobility, career progression	Talent management
Employees	<ul style="list-style-type: none"> Employee engagement survey Team and one-on-one meetings Development planning and performance reviews Annual CEO Kick-Off events Town halls Intranet and executive blogs Yammer Rogers STAR Hotline 	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	Community giving
			Energy use and climate change
			Waste and recycling
Environment Groups	<ul style="list-style-type: none"> Meetings with environmental consultants and groups Employee participation and awareness Memberships Events 	Climate change mitigation strategies and results	Energy use and climate change
		Electronic and office waste management	Waste and recycling
		Paper reduction	Paper reduction
		Community investment	Community giving
Local Communities & Non-profits	<ul style="list-style-type: none"> Partnerships and outreach Sponsorships Employee volunteerism Memberships Community consultations 	Employee giving and volunteerism	Community giving
		Cause aligned to company's goals	Community giving, Digital inclusion
		Media partnerships and support	Community giving
		Access to Internet	Digital inclusion
		Supplier selection	Supply chain management
Suppliers	<ul style="list-style-type: none"> FP, RFI processes Interactions with Rogers procurement team Site visits to supplier factories and offices New supplier survey Audits 	Ethical sourcing	Supply chain management
		Consumer issues	Public policy, Customer service and transparency policy
Government, NGOs, Associations & Media	<ul style="list-style-type: none"> Dialogue with government officials and regulators Participation in Canadian Radio-television and Telecommunications Commissions (CRTC) hearings and public consultations Dialogue with non-governmental organizations Industry association memberships Conferences and forums 	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
		Return on investment	Economic performance
Shareholders & Investors	<ul style="list-style-type: none"> Investor calls and events Meetings/feedback sessions with mainstream and socially responsible investor groups Surveys, consultations 	Long-term, sustainable growth	Economic performance
		Sound corporate governance	Governance and ethics
		CSR management and reporting	Governance and ethics

Our material topics

In 2014, we undertook a materiality assessment in line with GRI's G4 guidelines, which allowed us to identify, prioritize, and validate our top topics. In 2016, we built on this research by conducting meetings with informed stakeholders in the CSR community. These meetings further validated our material topics and allowed us to increase and improve some of the information we provide. We had planned to update the materiality process in 2016, but with the launch of new GRI guidelines, which we will use for our next report, we have decided to postpone updating our material topic list to 2017.

Below is our materiality process:

Identification

We populated a long list of relevant CSR material topics. 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 topics and determine what they felt should be included in our Report.

Prioritization

- › Data owners and our CSR Governance Committee ranked topics on a five-point scale, allowing us to prioritize the topics. We concluded on 16 material topics.
- › Engagement with informed stakeholders in 2016 confirmed that our material topics are still relevant for us and our stakeholders.

Validation

- › The CSR Governance Committee approved the final list of material topics, which provides the framework for this CSR Report.
- › This 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 2017, we will again review the contents of this Report with stakeholders and solicit their feedback. We will conduct a revised materiality assessment in 2017, in accordance with the new GRI guidelines.

› CSR at Rogers

Good governance
Customer experience
Employee experience
Environmental responsibility
Community investment
Economy and society

- 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



Operating environment and boundary

The information and key performance indicators provided in this Report are related to Rogers Communications Inc. and its subsidiaries. Rogers operates in Canada as a wireless service provider nationally, with cable, Internet, and home phone service in areas of Ontario, New Brunswick, and Newfoundland and Labrador. We also have 25 television stations, **36 Rogers tv™** community channels, 53 radio stations, 9 publications, 90+ digital properties, and ownership of the *Toronto Blue Jays™* Baseball Club. More than 99% of our employees are located within Canada.

We operate in a regulated environment. Our business, except for the non-broadcasting operations of Media, is regulated by two groups: Innovation, Science and

Economic Development Canada (ISED Canada) on behalf of the Minister of Innovation, Science and Economic Development; and the CRTC, under the Telecommunications Act and the Broadcasting Act (Canada).

Given this operating environment, some sustainability impacts related to our business are within our control, while some extend beyond our control (for example, Scope 3 greenhouse gas emissions). For those within our control, we measure them and provide at least one key performance indicator for each material topic. Below is a table identifying where we believe our organization has impacts, either within Rogers or externally.

> CSR at Rogers

- Good governance
- Customer experience
- Employee experience
- Environmental responsibility
- Community investment
- Economy and society

Symbol key

Goals and targets

- ✓✓ Exceeded
- ✓ Achieved
- ✗ Missed



Good governance:

Governance and ethics – Rogers, Suppliers

Customer experience:

Customer service and transparency – Rogers, Customers

Network leadership and innovation – Rogers, Suppliers, Customers

Product responsibility – Rogers, Suppliers, Customers

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

› CSR at Rogers

- Good governance
- Customer experience
- Employee experience
- Environmental responsibility
- Community investment
- Economy and society

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 this CSR Report.

KPI	2016 Objectives	2016 Results	Achieved	2017 Objectives
Good governance				
Percentage of employees trained in Business Conduct Policy	95%	96% ^o	✓	95%
Customer experience				
Percentage of complaints resolved by Rogers Office of Ombudsman within 60 Days	100%	99% ^o	✗	100%
Complaints accepted by the Commissioner for Complaints for Telecommunications Services (CCTS)	Fewer than last year	1,406 ^o	✓✓	Reduce our complaints from 2016
Well-founded privacy complaints with the federal Office of the Privacy Commissioner	None	2	✗	None
Employee experience				
Employee engagement score	Best-in-class (80%)	78% ^o	✗	Improve over last year
Participation rate in the employee engagement survey	75%	81% ^o	✓✓	75%
Voluntary turnover rate	10% improvement from last year (2015 16.8%)	14.1% ^o	✓	10% improvement from 2016
Investment in training	\$64.4 million	\$59.1 million	✗	\$59 million
Percentage of employees who are women (overall)	Close gap to Labour Market Availability (LMA) by 1.0 points (LMA is 47.0%)	38.4% ^o	✗	Close gap to LMA by 1.0 points
Percentage of employees who are visible minorities (overall)	Meet or exceed LMA (LMA is 25.2%)	32.6% ^o	✓✓	Meet or exceed LMA
Percentage of employees who are Aboriginal peoples (overall)	Close gap to LMA by 0.1 points (LMA is 1.7%)	0.8% ^o	✗	Close gap to LMA by 0.1 points
Percentage of employees who are persons with disabilities (overall)	Close gap to LMA by 0.1 points (LMA is 4.9%)	1.6% ^o	✓	Close gap to LMA by 0.1 points
Environmental responsibility				
Energy Use	Make improvements towards our 2025 targets	4,219,556 GJ ^o (down 3.6% from 2015)	✓	Make improvements towards our 2025 targets
Scope 1 and 2 greenhouse gas emissions	Make improvements towards our 2025 targets	163,924 tonnes ^o of CO ₂ e (down 3.7% from 2015)	✓	Make improvements towards our 2025 targets
Customers who receive electronic bills	75%	68% ^o	✗	75%
Community investment				
Percentage of pre-tax profits donated to charities and non-profit organizations	1%+	5% ^o	✓✓	1%
Employees who volunteered through Rogers Employee Volunteer Program	1,000	1,137 ^o	✓✓	1,200
New subscribers for Connected for Success	4,000 additional subscribers	2,832 additional subscribers	✗	4,000 additional subscribers
Economy and society				
Percentage of competitive bid processes where the supplier agreed to our Contractor Code of Conduct and Business Conduct Policy	100%	100%	✓	100%

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

Key performance indicator	Target	Where we are	Year to meet target
Energy use	Reduce energy use by 10% by 2025, based on 2011 levels	12.2% increase from 2011	2025
Scope 1 and 2 greenhouse gas emissions	Reduce Scope 1 and 2 emissions by 25% by 2025, based on 2011 levels	15.4% reduction from 2011	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.



It's fundamental to having the trust of all stakeholders.

Highlights this year



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



women on our Board of Directors



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 and ethical procedures and policies 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 ourselves 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 independent lead director. As a result of the departure of our former CEO, the roles of CEO and Chairman were not separated on an interim basis from late 2016 until April 2017, when our new CEO was available to join Rogers. [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.

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Our Performance Trends	2016	2015	2014	2013
Female representation on the Board of Directors	36%	33%	27%	24%
Percentage of employees trained on Rogers Business Conduct Policy ¹	96% [Ⓞ]	96%	98%	98%
Number of material KPIs independently assured for this report	27	27	27	25

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

[Ⓞ] Independently assured in 2016.

Corporate governance and conduct

In 2016, 96%[Ⓞ] of our employees completed the 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 ensure our employees understand the high standards to which we expect them to adhere.

In 2016, we enhanced the training modules, including making it more interactive for our employees.

Enhancements included:

- › Redesigning the training module so that there were more visuals and interactive scenarios to explain the business conduct concepts in an easy-to-digest way.
- › Explaining the content using scenarios, so that employees can see how these issues could impact them in their daily work routines.
- › 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 majority of our directors are independent. The Board has implemented many best practices for effective governance, including having an independent lead director, formal corporate governance policy and charters, code of business conduct and whistleblower hotline, director share ownership guidelines, board and committee in-camera discussions, annual review of board and director performance, audit and risk committee meetings with internal and external auditors, orientation program for new directors, Board education sessions, committee authority to retain independent advisors, director material relationship standards, and separation of CEO and Chairman roles. As a result of the departure of our former CEO, the roles of CEO and Chairman were not separated on an interim basis from late 2016 until April 2017, when our new CEO was available to join Rogers.

Rogers is committed to diversity and inclusion at all levels of the company, including the Board level. In early 2017, our Board adopted a formal gender diversity policy to re-affirm its commitment to diversity and to ensure that

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they are meeting one of its objectives for strong female representation on the Board. As of December 31, 2016, we had 36% female representation on the Board. 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 annual training educates employees on what is considered unethical or corrupt behaviour, including bribery, extortion, and fraud. Employees are encouraged to bring forward unethical and/or corrupt activities 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.

Enterprise risk management

The Executive Leadership Team is responsible for approving our enterprise risk policies. The Audit and Risk Committee of our Board also reviews these policies. Our policies rely on the expertise of our management and employees to identify risks and opportunities and implement risk mitigation strategies as required.

Our Enterprise Risk Management (ERM) program uses the "Three Lines of Defence" framework to identify, assess, manage, monitor, and communicate risks. Our business units and departments, led by the Executive Leadership Team, are the first line of defence and are accountable for managing the risks. Together, they identify and assess key risks, define controls and action plans to minimize these risks, and enhance our ability to meet our business objectives.

Our ERM team is the second line of defence. They help management identify the top risks to meeting our business objectives, evaluate our risk appetite, and identify emerging risks, as well as providing advice in managing risk. Our ERM team also carries out annual risk assessments to identify that principal risks to meeting our business objectives. The approach includes reviewing risk reports, audit reports, and industry benchmarks, and interviewing senior management. The findings are reported to the Executive Leadership Team, Audit and Risk Committee, and the Board of Directors.

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Our Internal Audit department is the third line of defence. Internal Audit evaluates the design and operational effectiveness of the governance program, internal controls, and risk management. Risks, controls, and mitigation plans identified through this process are incorporated into the annual Internal Audit plan. Annually, Internal Audit also facilitates and monitors management's completion of the financial statement fraud risk assessment to identify areas of potential fraud or misstatement in our financial statements and disclosures to ensure these controls are designed and operating effectively.

Risks affecting our business

There are external and regulatory risks that affect our business, many of these risks are outlined in our [2016 Annual Report](#). Our risks that are of an economic, environmental, and regulatory nature include:

- › Economic conditions and consumer confidence, such as recessions, a decline in economic activity, and uncertainty, can erode consumer and business confidence and reduce discretionary spending. This could affect us through reduced advertising and lower demand for our products and services, decreasing our revenue and profitability, as well as having a potential impact on the returns of our assets supporting employee pension plans.
- › From an environmental standpoint, additional taxation to fuel and energy could have a financial

impact upon the business. Extreme weather conditions could also affect our network and towers.

- › As Rogers operates within a highly regulated industry, we also continuously monitor our regulatory risks, including changes in government regulations and tower siting policies.

For an additional list of risks affecting our business, please see our [2016 Annual Report](#).

Management oversight of CSR

Our CSR Governance Committee oversees CSR activities, sets and approves sustainability targets, and approves the CSR Report. The Committee met in January 2017 to discuss 2016 progress and 2017 goals, and will continue to meet throughout 2017 and beyond. The CSR Governance Committee 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 annually.

Day-to-day management of corporate social responsibility rests with our CSR team, which reports to our Chief Legal and Corporate Affairs Officer. The team works with senior leaders from relevant business units and our CSR Governance Committee. If you would like to reach out to our CSR team, they can be reached at csr@rci.rogers.com

CSR at Rogers

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Customer experience

Employee experience

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Customer experience



Customer experience

We exist to serve our customers, and our top priority is to offer the products and services they want and need and to deliver the best customer experience possible. A great experience - one that is seamless, reliable, saves time and is secure - is what our customers expect in a brilliant digital future



Highlights this year

Our customers are at the centre of everything we do.

42%

reduction in complaints to the CCTS 

95%



of the Canadian population was covered by our Long-Term Evolution (LTE) network (with extended coverage) as at December 31, 2016

128%

more wireless devices collected for reuse and recycling compared to 2015. 



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 have been on a journey to improve our customer service by addressing the top issues affecting our customers. To achieve this, we have focused on

self-service options, simplified policies and processes, and improved training for our customer service representatives. 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.

CSR at Rogers

Good governance

> Customer experience

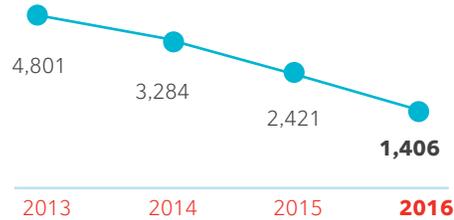
Employee experience

Environmental responsibility

Community investment

Economy and society

Complaints accepted by The Commissioner for Complaints for Telecommunications Services (CCTS)



Our Performance Trends	2016	2015	2014	2013
Customer retention - wireless monthly churn rate (postpaid)	1.23% [Ⓞ]	1.27%	1.27%	1.24%
Customer retention - wireless monthly churn rate (prepaid)	3.32% [Ⓞ]	3.45%	3.42%	3.85%
Complaints reported to Rogers Office of the Ombudsman	4,132 [Ⓞ]	3,627	4,013	3,370
Percentage of complaints resolved by Rogers Ombudsman within 60 days	99% [Ⓞ]	90%	90%	97%
Complaints accepted by The Commissioner for Complaints for Telecommunications Services (CCTS) ¹	1,406 [Ⓞ]	2,421	3,284	4,801

¹ Complaints measured from August 1 to July 31. The years 2013, 2014 and 2015 include Fido and Rogers complaints; 2016 includes Rogers, Fido, Mobilicity, and Chatr complaints.

[Ⓞ] Independently assured in 2016.

Our customer service performance

Throughout 2016, we continued to invest in the customer experience as a part of our overall strategic plan and we have seen a consistent improvement in our customer service metrics. Highlights from our performance include:

- › Customer complaints as reported by the CCTS declined 42% from 2015;
- › Our postpaid churn dropped by four basis points to 1.23%, the lowest it has been since 2010; and
- › Prepaid churn dropped by 0.13 points to 3.32%.

Our NPS, the metric we use internally to show how we're doing in customer experience, has also continued to improve. Through NPS, we look at two indicators; Relationship NPS, which tells us how customers perceive our brands and products, and Touchpoint NPS, which tells us about our customers' recent interactions with our front-line representatives and our other self-service tools.

We do not publicly disclose our NPS targets or performance for competitive reasons; however, we made positive progress in our NPS scores from December 2015 to December 2016. This tells us we are on the right track in our customer service improvement journey.

Key programs

Since launching our current strategic plan in 2014, we have focused on addressing customer concerns around how they are able to use their products, for example:

- › Using their device freely while abroad;
- › Monitoring and make changes to their plans easily; and
- › Managing their data usage without fear of being charged overages.

Our approach to address these concerns has been to

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improve the end-to-end experience by launching self-service options and continuing to invest in front-line and sales training for our people. Key programs in 2016 included:

- › Expanding Roam Like Home to customers on most of our postpaid consumer plans, not just those on **Share Everything™** plans. Roam Like Home allows customers to roam in the United States for \$5 per day and for \$10 per day in over 100 international destinations. We also launched **Fido Roam™**, which gives Fido customers the same worry-free roaming that Rogers' customers can enjoy.
- › Being the first company in Canada to partner with Twitter to provide advanced support through our Twitter handles @RogersHelps and @Rogers. This differs from a standard Twitter account. When customers send a service question or request to us via Twitter, they to have a direct, continuous and private chat with a live care team representative. Customers can keep track of the conversation and respond at their own convenience across all devices. This is in addition to our customer service through Facebook Messenger, which we launched in 2015.
- › Redesigning the customer bill to make it easier to read and understand. Rogers also redesigned the MyRogers app and online dashboard as well as the Fido My Account app. These enhancements give customers the option to view and download their bill, when and where it suits them.
- › Improving the online shopping experience for customers allowing them to make more self-serve

account changes and purchases through MyRogers and Fido My Account.

- › Launching **Rogers EnRoute™**, a new tool that saves customers time by giving them the ability to track on their phone when, within their appointment window, a technician will arrive for an installation or service call.
- › Expanding Centre Ice, a program that pairs customer service representatives in an environment with process improvement specialists. This allows them to identify customer issues in real time and rapidly work to rectify them. More than 1,000 issues have been resolved through this program, allowing us to solve the small issues while also continuing to work on the larger ones.
- › We trained retail managers and front-line employees through our Retail Way of Selling Academy and Coaching to Win training programs in 2016.
- › Launching a data management tool, which allows customers on Share Everything plans to monitor their data usage of all plan members through the MyRogers app or online at rogers.com. Customers can receive real-time alerts on data usage, set allowances for each family member, and top up or pause data at any time.

These new programs and updates complement the progress made in 2015, which included the newly designed and easier to use MyRogers app; DeviceAid, which allows customers to diagnose and resolve technical issues from their device.

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Problem resolution

We had a drop for the second year in a row in complaints made to the CCTS, with a decrease of 42% from 2015.

We see these improvements as a direct response to the programs we're putting in place as well as our concerted efforts to resolve customer issues internally first.

Our Ombudsperson is the highest internal level for problem resolution. The Ombudsperson solves problems that need more review and investigation than can be managed at other customer service levels. In 2016, we had 4,132 complaints reported to our Office of the Ombudsperson, a 14% increase from 2015. We are the

only telecommunications company in Canada to have an internal Ombudsperson. Our Ombudsperson advocates for fairness in treatment of disputes and efficient resolution for customers.

Our Ombudsperson's office aims to resolve customer complaints within 60 days. In 2016, 99% were resolved within 60 days, a nine point increase from the previous year. The main issues identified through our resolution process in 2016 included billing, hardware upgrades, service changes, technical support, and promotions.



Network leadership and innovation

Why it's material

Access is intrinsic to our company vision of bringing a brilliant digital future to Canadians, and that means having networks that are fast and reliable, something that is instrumental for individual, family, and business customers.

Today, more than ever, having a strong network is critical to our ongoing success. The average number of connected devices has increased to more than 10 per household. Customers are consuming more and more video content, including 4K television.

Management approach

Focusing on innovation and network leadership is one of the pillars of our corporate strategy. We're consistently investing to provide faster networks with the speeds our customers want, while 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.

CSR at Rogers

Good governance

> Customer experience

Employee experience

Environmental responsibility

Community investment

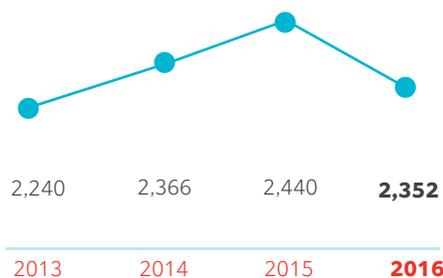
Economy and society

Our Performance Trends	2016	2015	2014	2013	2012
Capital expenditures (in millions of dollars)	2,352 [◊]	2,440	2,366	2,240	2,142
Approximate percentage of Canadian population covered by Rogers' LTE network (including extended coverage) ¹	95%	93%	84%	73%	60%

¹ Extended coverage launched in 2015.

[◊] Independently assured in 2016.

Capital expenditures
(in millions of dollars)



Network coverage and investments

We spent \$2.35 billion[◊] on capital expenditures in 2016, a 3.6% decrease from 2015, with much of that investment going to our wireless and cable networks. As a part of these investments, approximately 95% of the Canadian population has access to Rogers LTE coverage (including extended coverage).

Highlights from the past year include:

- › Extended our 700 MHz LTE network reach to 91% of Canada's population in 2016, compared to 78% in 2015. The 700MHz spectrum is beneficial as it offers higher signal quality in basements, elevators, and through concrete walls.
- › Expanded our overall LTE network (including extended coverage) to reach 95% of Canada's population in 2016, compared to 93% in 2015.
- › In anticipation of our customers' future needs, we rolled out our **Rogers Ignite™** Gigabit Internet service, to our entire cable footprint of more than four million homes in 2016.

We regularly test our networks to ensure they are reliable and deliver the service and speeds we say they do. In 2016, the CRTC released the results of a study by SamKnows that measured the performance of broadband services offered by major Canadian ISPs (including Rogers) against their advertised download and upload speeds. We have been doing this kind of testing with SamKnows for four years, and we're pleased the CRTC followed our lead by requiring testing across the industry. The tests, conducted in March and April 2016, showed that we consistently deliver 100% or more of our advertised speeds. The study also found that we achieved an average download speed of 107 Mbps among all tiers included in the study. Out of the services tested, we clocked the fastest download speed at 254 Mbps.

Tower siting

We make every effort to locate our cell towers in areas that minimize the impact on surrounding neighbourhoods, while providing reliable wireless service to customers. We explore collocating our antennas on

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existing towers and mounting our equipment on existing structures or rooftops before proposing to erect a stand-alone structure.

As a condition of our spectrum licences issued by ISED Canada, we are required to follow ISED Canada's tower siting guidelines. These guidelines set out the process we must follow when seeking to locate new wireless communications infrastructure in a community, including when we are required to engage and consult with the municipality and the public. As a result, Rogers consults with local municipalities for all proposed stand-alone tower installations, regardless of the height of the proposed structure. As a part of the process, we also take into consideration the siting preferences of municipalities. These are typically defined in each municipality's tower siting protocols, which include the type of public consultation required, preferred locations, and recommended steps to blend them into the surrounding environment, as necessary.

Innovation

Innovation has always been a part of our identity, whether it is for business customers or individual consumers. In the last year, we have delivered innovative solutions to help enterprise customers achieve their business goals. Some of the solutions we have delivered in 2016 include:

- › We introduced Internet of Things (IoT) as a service to simplify the process of managing complex IoT solutions. Two of the first solutions being offered as a service include Farm & Food Monitoring and



Level Monitoring. These solutions allow businesses to securely track and monitor assets in real-time, and also automate manual business processes using sensor technology and secure data pathways.

- › We also introduced Rogers Unison, a mobile business collaboration solution. With Rogers Unison, businesses can enjoy the features of an office desk phone on their mobile device. It allows them to connect with customers and employees regardless of location, increasing their productivity while also saving dollars previously spent on landlines.

In 2016, we also announced a long-term strategic partnership with Comcast Corporation to bring our customers a world-class IPTV service with the most advanced features available in the market today by deploying Comcast's X1 IP-based video platform.

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Product responsibility

Why it's material

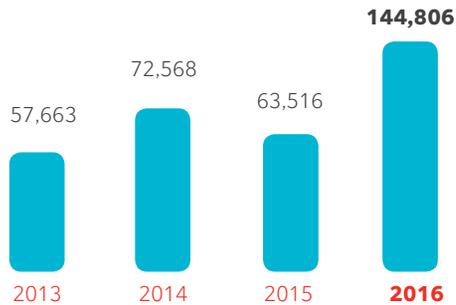
We are one of Canada's largest telecommunications and media companies, and as such we need to ensure that our products are reliable and accessible with minimal environmental impacts. It's what Canadians want and expect.

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.

Devices collected and processed for reuse and recycling



Our Performance Trends

Devices collected and processed for reuse and recycling

2016

2015

2014

2013

144,806*

63,516

72,568

57,663

* Independently assured in 2016.

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

Product take-back

Most Canadian provinces have legislated stewardship programs for electronic waste. Even before this happened, we managed programs that allow our customers to return their wireless and cable products and devices to us so that they can be disposed of in an environmentally friendly way.

Our two signature programs for recycling wireless devices are Rogers Trade-Up and FidoTrade, which offer customers credit towards a new phone when they recycle. We also collect and recycle devices that have no value. In 2016, we collected and processed 144,806 wireless devices for recycling and refurbishment. This is a 128% increase from the previous year, and can be attributed to incentives we had in place to return devices and greater marketing outreach. We also aired public service announcements on our radio stations made by the Canadian Wireless Telecommunications Association, educating customers on the ability to recycle your handsets in stores.

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- › Launching Video Relay Service (VRS), which allows customers to video chat to a hearing person through a sign language interpreter. This technology means that our customers that require this service can interact with friends and family easily through their phones. It also allows these customers to interact with us through VRS;
- › Partnering with Magnusmode, a Canadian start-up with an app that helps people with cognitive special needs, to create five how-to videos to help people understand how to get the most out of using a wireless device. The videos, available on rogers.com, feature easy to follow instructions and closed captioning that explain how to perform key functions related to your Rogers wireless device, such as sending a text or picture, connecting to a Wi-Fi network, making a phone call, and using DeviceAid.

In addition to the devices, we collected over 324,171 kg of cable products in 2016. These products, including set-top boxes, were either refurbished or recycled with our electronics waste vendor.

Accessibility

In 2016, we continued with our current offerings on accessibility and put in additional programs. New initiatives launched in 2016 included:

- › Offering a service where customers who are deaf or hard of hearing can book a sign language interpreter to meet with them at one of our retail locations, allowing them to learn about a product in-store;

In addition, we continue to offer price plans tailored for our customers with accessibility needs, including 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 text messaging.

We also have 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

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the best care to our customers. Our internal accessibility ambassador program, consisting of employees who are self-identified as having accessibility needs, allows members to try out our products and services and provide feedback on their usability. 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.

The CRTC's Basic Telecom Hearing and Decision in 2016 has also brought to light additional ideas that could better serve people with accessibility needs. In 2017, we will increase our stakeholder outreach with accessibility advocacy groups, and review other recommendations of the Decision. For more information on current offerings, please visit 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 and in early 2017, we began offering self-serve in Cantonese and Mandarin through the Rogers International Voice Recognition (IVR) system. Self-serve through our IVR is a quick and easy way for customers to complete transactions on the go directly from their phones.

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 2016, Rogers submitted an application to the CRTC to operate a new national multilingual and multicultural channel called OMNI Regional. OMNI Regional would comprise four feeds: Pacific, Prairies, and East, which would mirror OMNI's local stations in those regions, as well as ICI Quebec, a partnership with the Montreal ethnic TV station. The channel would be specifically tailored to ethnic Canadians living in B.C., the Prairies, Eastern Canada, and Quebec.

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.

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Customer privacy

Why it's material

Privacy is an issue that's becoming increasingly important to stakeholders as we depend more and more on our devices for everything that we do.

A data breach of is an ongoing threat for any large organization that holds customer information. We have policies and procedures in place to assist in managing such risks and help prevent incidents.

Management approach

Rogers has put increased focus on privacy and it is an area in which we are determined to be a leader.

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 annual privacy training through our Business Conduct Policy process, and can report any suspected privacy breach to the STAR Hotline.

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Our Performance Trends	2016	2015	2014	2013
Well-founded privacy complaints with the federal Office of the Privacy Commissioner	2	0	0	0



Privacy and data security

In 2016, we had two customer complaints that were formally reviewed and investigated by the federal Office of the Privacy Commissioner of Canada: one was well-founded and resolved, and the other had two parts, one of which was well-founded and resolved and one part that was not well-founded.

This is the first time in many years that we have had a full investigation and formal decision as a result of a complaint. One of the complaints was attributed to human error, and the other related to an internal process that was not fully followed. Throughout the investigations, we cooperated fully with the Office of the Privacy Commissioner to ensure that we provided the necessary information for them to complete the investigation.

Rogers takes the privacy of our customer data seriously, and has put in place safeguards and processes to minimize the risk of unauthorized access. When we are made aware of a suspected breach of privacy, it is reported to the STAR Hotline. In these instances, we follow a strict process, which involves an internal investigation, assessment, mitigation strategies, and steps to help avoid it from happening again.

Specific developments in both our internal privacy programs and customer offerings in 2016 included:

- › Reviewing and updating our governance around compliance with the Canada Anti-Spam Legislation

to ensure that we're providing choices for how customers hear from us.

- › Communicating to employees during cyber-security month, educating them on the risks of cyber threats and how to avoid them. We also communicated to employees on Privacy Awareness Day reinforcing the importance of protecting our customers' personal information.
- › Launching Rogers Distribution Denial-of-Service (DDOS) Protection service, a cloud-based solution that our customers can add on to their Rogers Internet service. It helps stop DDOS attacks, which is a cyber-attack that can compromise the security of a business' connection to the Internet.
- › Launching Rogers Public Cloud, a new data sovereign, cloud infrastructure 'as-a-service' (IaaS) solution that lets businesses securely manage critical data, applications, servers, systems software, and network resources over the Internet.

In 2016, we learned of a security breach at Yahoo affecting its email accounts, including Rogers Yahoo! Mail. This breach was not caused by, or specific to, Rogers. When we were made aware, we communicated to all customers who use Rogers Yahoo email accounts to encourage them to reset their passwords to ensure they were protected.

Transparency

Rogers is committed to informing customers through transparency reports about how often government

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“I appreciate the help... speaking on behalf of the Crown as a whole, the police, and of course the public, which has the right to expect a safe community...”

~ Mike Barrenger
Special Prosecutions, Crown Law Division,
BC Ministry of Justice

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organizations and police forces request customer data and how often it is disclosed by us. For the last four years, we have voluntarily disclosed the number and types of requests we received. For more information, please read our 2016 Transparency Report.

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

Law enforcement requests				
Request types	Requests ¹	Information disclosed	Rejected or unable to provide information	Data not available
Voluntary disclosures at the request of a government organization	0	0	0	0
Voluntary disclosures on the initiative of the organization	0	0	0	0
Court order/warrant ²	115,954	113,257	653	2,044
Government requirement letters	2,689	2,649	15	25
Foreign requests	0	0	0	0
Emergency requests from law enforcement agencies	7,706	6,242	131	1,333
Customer name/address checks	0	0	0	0
Child sexual exploitation assistance requests	0	0	0	0
Totals	126,349	122,148	799	3,402
Emergency responder requests				
Emergency calls from 911	55,921	55,921	0	0

¹ We measure the number of requests based on the number of impacted customers. For example, one Court Order requesting information on ten customers would be counted as ten requests.
² This total now includes the number of customers impacted by “Tower Dump” requests, approximately 37,000 for 2016. Reporting prior to 2016 was based on the number of queries required to complete each “Tower Dump” order. Excluding this change, the total for this category has remained relatively stable - an increase of about 4,000 requests over the prior year.

Employee experience



Workplace transformation



We continued our workplace transformation in 2016. Since the program began in 2015, we have transformed 500,000 square feet of space, with approximately 5,200 employees benefiting from the new space. Our new workspaces give employees choice and flexibility in how they work, as well as provide tools and technology to allow them to work collaboratively. Photos throughout this section show our workspaces. In 2017, we plan to continue with our renovation plans in our buildings in Toronto, Brampton, Burnaby, and Montreal.

Employee experience

When we invest in our people, we create an engaged workforce so we can better deliver to our customers and win in the market.

Highlights this year



Talent management

Why it's material

We want to ensure that our employees can build a rewarding career with us at Rogers. Through our annual employee survey, we know that career growth, collaboration, and benefits are instrumental to our employee engagement.

In addition, we need to ensure that our employees have the right training and tools to serve our customers better.

Management approach

“Invest In and Develop Our People” is one of our key strategic priorities. We want to attract, develop, and engage the best talent in Canada. We’ve continued to invest in our workplace this year in order to foster collaboration and we enhanced our training and development programs.

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.

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Employee engagement

Our Performance Trends	2016	2015	2014	Fall 2013	Spring 2012
Employee engagement score ¹	78% [⊕]	76%	72%	73%	74%
Participation in the employee engagement survey	81% [⊕]	73%	80%	78%	78%

¹ 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 2016.

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.

Our survey contains 40 questions that measure employee engagement, performance enablement, and leadership effectiveness. In 2016, we achieved an employee engagement score of 78%[⊕], two points higher than 2015 and two points shy of our target of a best-in-class benchmark defined by IBM Kenexa, a leading consultant for employee engagement surveys. Our participation

rate grew by eight points to 81%[⊕]. We attribute this to a strong internal communications plan to drive employees to the survey. We attribute our employees' continued growth in engagement to our focus on development, as we saw a four-point increase in those scores relative to 2015.

There were also areas that our employees told us we needed to improve, and as we did in 2015, we built an action plan on three levels: company-wide, business unit, and individual team. Company-wide, we will continue to focus on personal and professional development to ensure our employees are equipped to be successful in their jobs.

Training and development

Our Performance Trends	2016	2015	2014	2013
Investment in training (\$ in millions)	59.1	56.6	39.6	37.4
Investment in training per employee	\$1,821	\$1,563	\$1,122	\$1,229

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We continued in 2016 with increased spending on training and development, investing \$59.1 million on talent development, a 4.4% increase over 2015. This is equivalent to \$1,821 per employee, a 16.5% increase from last year. This increase in spend was related to our ongoing commitment to invest in our employees' development.

We see development as a mix of experiences (what happens on the job), relationships (what you learn through networking), and training (programs designed to build skills). Investing in employee development programs has continued to be a key driver of employee engagement, as we have learned through our last two annual employee surveys, town halls, and other avenues for employee feedback. In addition to driving stronger employee engagement, investing in development helps us to reinforce our values, build stronger teams, and ultimately serve our customers better.

In 2016, we continued to build upon and optimize the programs introduced in 2015. These programs include:

- › The launch of new leadership development programs, including:

- “The House” for Directors and Executives, which helps leaders make the connection between their leadership, the culture they create, and the results we deliver.
- Manager Program, for first-level people leaders, which builds key individual and team skills and increases understanding of Rogers business priorities.
- Coaching for Results, which deepens coaching skills for Directors and above.

- › Expanding Retail Academy, launched in 2015 with a Foundations Program, to include Sales Methodology training; the program focuses on the manager and customer service representative's role and selling, service, and coaching skills.
- › Sales Academy, geared towards the ongoing development of sales professionals, who support small, medium, and large businesses and the public sector.
- › Expanding our national Onboarding program, which plugs newly-hired employees into the company from the get-go to include integrated Onboarding for Call Centre Employees and a web solution for part-time Retail employees.
- › An on-line career development portal that provides all employees with access to self-assessments, soft-skills development (including Harvard ManageMentor), development plans, and guides to having meaningful career conversations.

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Number of employees trained in selected in-house leadership development programs

Program	2016	2017 Target
The House (for Directors)	132	504
The House (for Executive)	163	24
Director Program	517	N/A
Manager Program	730	800
Coaching for Results	189	150
Confident Communicator (Directors+)	175	100

Employee retention and internal mobility

Our Performance Trends	2016	2015	2014	2013
Voluntary turnover rate	14.1% ^o	16.8%	14.7%	13.7%
Internal placement rate	31.9%	28.6%	27.1%	17.6%
Total employees (approximate)	25,200	26,200	27,000	28,000

^o Independently assured in 2016.

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In 2016, voluntary employee turnover fell by 2.7 points to 14.1%. This is a significant improvement from 2015, and demonstrates that many of the programs we're putting in place are taking effect.

Our internal placement rate was 31.9%, a 3.3-point increase from 2015. Both our voluntary turnover and internal placement rates include full and part-time employees in all business units.

As mentioned in the Training and development section, we've increased our investment in our people through the development planning process and our training programs. In addition, we have guidelines for new job postings, which give internal applicants first priority over external applicants. To execute this, we post all positions

internally for two weeks first and interview all qualified internal candidates.

In 2016, we also expanded our Student and New Grad Programs, which help us to attract and retain top young talent. The New Grad Leadership Development Program is a rotational program that provides recent graduates with experience in a variety of business areas while being supported by coaches and business leaders. In 2016, we hired 31 employees into the program and intend to hire more than double that number in 2017. In addition, the Student and New Grad team works with Business Units to provide hiring support and guidance for Co-op and Internship opportunities. These student experiences allow us to build a strong talent pipeline for both new graduate and other positions. Positions are open to both internal and external candidates.

Total rewards

Our Performance Trends	2016	2015	2014	2013
Employee salaries and benefits excluding payroll taxes (\$ in millions)	1,936	1,839	1,805	1,811
Percentage of eligible employees who participate in Rogers' defined benefit pension plan ^{1,2}	59%	49%	44%	37%
Percentage of eligible employees who participate in Rogers' defined contribution pension plan ³	5%	n/a	n/a	n/a
Percentage of eligible employees who participate in Rogers' share accumulation plan ¹	73%	68%	62%	55%
Percentage of eligible employees who participate in the group RRSP plan ¹	28%	26%	25%	23%
Percentage of eligible employees who participate in the group TFSA plan ¹	11%	8%	6%	n/a

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

² The plan was closed to new enrollment on June 30, 2016.

³ The defined contribution pension plan was launched in July 2016.

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Total salaries and benefits, excluding payroll taxes, for full-time and part-time employees in 2016 were \$1,936 million, an increase from \$1,839 million in 2015. The Total Rewards program 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.

Every year, we undertake a comprehensive review of our plans, to ensure we are offering benefits that our employees want and that we are managing our costs effectively. In order to manage the rising cost of our pension plans, effective June 30, 2016, the Rogers Defined Benefit Pension Plan was closed to new enrolment. Beginning July 1, 2016, employees not participating in the Rogers Defined Benefit Pension Plan became eligible for enrolment into a new Defined Contribution Pension Plan.

We gave employees more than six months' notice of the change in our offering in order to give them time to make a decision that was right for them. We also regularly host retirement planning sessions for our employees, quarterly webinars to promote our wealth accumulation programs. We send regular reminders to employees who are not yet enrolled in the programs.

A highlight in employee recognition is the Rogers Corporate Recognition Program, which we rebranded in 2016 as the Ted Rogers Awards in honour of our founder. The Ted Rogers Awards honour employees who have displayed outstanding commitment 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 a gala in Toronto every year to honour all of our award winners.

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Inclusion and diversity

Why it's material

Now more than ever, people are celebrating our differences. We feel that 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 we believe they drive engagement and 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) oversees the development and implementation of the company's Inclusion & Diversity strategy. The Council comprises members from various business units and is led by our President, Enterprise Business Unit, and our SVP, Enterprise Marketing. We also have employee resource groups to create networking opportunities and programs to celebrate our employees from diverse groups, including those designated under Employment Equity legislation.

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.

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Our Performance Trends			2016	2015	2014	2013
			Representation at Rogers			
Group	Position	Labour market availability ¹	2016	2015	2014	2013
Women	Senior managers	27.4%	30.1% [Ⓢ]	27.9%	28.9%	27.2%
	Overall	47.6%	38.4% [Ⓢ]	39.2%	39.7%	40.1%
Visible minorities	Senior managers	10.1%	13.4% [Ⓢ]	13.4%	10.0%	7.8%
	Overall	25.6%	32.6% [Ⓢ]	31.8%	31.8%	31.7%
Aboriginal peoples	Senior managers	2.9%	0.0% [Ⓢ]	0.0%	0.0%	0.0%
	Overall	1.7%	0.8% [Ⓢ]	0.9%	0.9%	0.9%
Persons with disabilities	Managers	4.3%	1.3% [Ⓢ]	0.9%	0.8%	0.8%
	Overall	4.9%	1.6% [Ⓢ]	1.1%	1.1%	1.2%

¹ Labour market availability based on 2011 census data.

[Ⓢ] Independently assured in 2016.

2016 performance

In 2016, we saw movement in our diversity metrics across the following:

- › We saw a 2.2 point increase in women in management positions in 2016 over the previous year, however saw a 0.8 point decrease for women overall.
- › Our percentage of visible minority employees in senior management positions remained consistent at 13.4%, while we increased the number of employees of visibly minority employees overall to 32.6% from 31.8% in 2015, which is well above labour market availability.

- › We saw a 0.4 point increase in persons with disabilities in management positions, as well as a 0.5 point increase in employees with disabilities overall.
- › Our percentage of Aboriginal peoples employees dropped by 0.1 points to 0.8%.

An inclusive and diverse workforce is integral to Rogers' success. In 2016, we continued our efforts 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. We place particular emphasis on

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increasing representation levels of women at executive levels and visible minorities in leadership positions. We are also working to increase overall representation of Aboriginal peoples and persons with disabilities at Rogers.

Key initiatives in 2016

In 2016, we amplified our celebration of diversity through events and programs, while also building partnerships to increase representation across groups. Initiatives undertaken this year to foster an inclusive and diverse culture included:

- › Establishing external partnerships with Lime Connect, Indigenous Works, and the Native Canadian Centre of Toronto to support the recruitment of diverse candidates to Rogers. Celebrating Diversity Month in June by holding events at our main offices. At the events, we had employees and members of our IDC be on hand to answer employee questions and talk about what we're doing to build an inclusive culture at Rogers.
- › During Diversity Month we hosted a six part "Did You Know" internal communication series with the content focused on dispelling common stereotypes for each diversity group and to foster inclusion.
- › Sponsoring Pride parades in Toronto, Montreal, and Vancouver in 2016 through our Fido brand. Through these sponsorships, we promoted our commitment to inclusion of the LGBTQ community, encouraged our employees to take part in the



- festivities, and had a social media campaign that encouraged employees and customer to share what makes them proud with the hashtag #proudbecause. We also hosted seven events at our offices across Canada to celebrate Pride and many of our employees, including our CEO at the time, marched in Pride parades sponsored by Fido.
- › Launching an external Inclusion & Diversity page on our Careers website to promote our commitment to an inclusive workplace and diverse workforce for prospective employees.
 - › Enabling action through education during the Rogers Inclusion Film Festival where our diversity teams presented video content to employees that explored themes related to our diverse communities. Discussion was also included in each event to facilitate transparent conversation about the employee experience.
 - › Supporting our employee resource groups, including Rogers Women's Network and RogersPride. We helped to grow RogersPride from an online

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internal community to an established committee to enable the development, engagement, and advancement of LGBT employees.

- › Creating development and training resources through external partnerships and sponsorships to accelerate the advancement of women.
- › We also partnered with The Mentoring Partnership, through Toronto Region Immigrant Employment Council, which helps skilled immigrants connect to meaningful employment while advancing the

leadership skills of Rogers employees who sign up as mentors.

In the fall of 2016, we introduced a diversity scorecard to all of our Executives with the plan to expand to all our Directors in the fall of 2017. This scorecard will encourage leaders to report and work towards targets within their teams, and hold leaders accountable for meeting 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.

We also know that the main drivers of absenteeism are mental health and ergonomics.

Creating an environment where health, safety and wellness are integrated into our culture also increases productivity, reduces absenteeism and fosters employee engagement.

Management approach

At Rogers, we look at the whole employee, including occupational health, safety and wellness, and non-occupational health. We are 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 outlines our commitment to health and safety and wellness. We have a Health and Safety Executive

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Council, comprising senior executives from across the company who provide oversight for our programs, in support of our Health and Safety team. We also have 65 joint management-worker Workplace Health & Safety Committees representing our larger sites, and Health and Safety Representatives at our smaller sites. Beginning in 2016, our Disability Management and Wellness teams joined as one integrated Well-being team, and along with the Health and Safety team,

report to our Director, Safety and Well-being, within our Human Resources Department.

We are focused on protecting and enriching the physical and mental well-being of our employees. This extends beyond medical benefits to helping our people be physically and mentally healthy and safe at work, at home, and in the community.

Our Performance Trends	2016	2015	2014	2013
Work-related injuries:				
- Lost-time incident rate ¹	0.32	0.40	0.39	n/a
- Fatalities	0	0	0	1
Number of Workplace Health & Safety Committees across Canada	65	66	63	66
Number of bWell ambassadors across Canada	88	80	65	62
¹ Per 200,000 hours worked. Independently assured in 2016.				

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Impacts of bWell in 2016

56%



increase in participation on the bWell Yammer group.

28,857



visits logged on the bWell website.



10,000+

bWell menu items consumed by employees since the launch in June 2016 in an effort to introduce healthy menu items in our cafeterias.

Workplace health and safety

In 2016, our lost-time incident rate was 0.32^o, down by 0.08 points from last year. The main drivers of occupation-related absence at Rogers this year continued to be caused by slips, trips, falls, and overexertion injuries. However, lost time injuries resulting from slips, trips, and falls were reduced by 38% in 2016 from 2015.

In 2016, we brought together our Safety, Disability Management, and Wellness teams into one team. This allows us to more effectively support the holistic physical and mental safety and well-being of our employees, to help our employees stay well, prevent and minimize their absence, and successfully manage their transition back to work after an absence.

All incidents in the workplace that have caused injury, illness, or property damage, or have the potential to do so, are reported in our online health and safety incident reporting system. Once incidents are reported, our people managers investigate them with the support of our Health and Safety team, identify the causes, and implement appropriate preventative action. We also conduct health and safety training for employees based on their job requirements.

We continuously evaluate safety risks and improve our systems, programs, and training to reduce risk. Employees who are at higher risk include technicians who install our cable and Internet services, repair or upgrade our networks, or work with broadcast equipment. These employees often have to work with or near electricity,

heavy equipment, or at heights where there is a greater potential for more severe injury.

Some specific initiatives we completed in 2016 included:

- › Launching a new Compliance Review Program, which includes self-assessments for operations leaders, followed by compliance audits, for a robust approach to compliance management and awareness.
- › Continuing to invite employees to actively engage in safety with the “I.Am.Safety.” campaign. This internal multimedia campaign aims to help employees focus on personal responsibility for safety in our workplaces. This campaign is featured during Rogers Health, Safety, and Wellness Week, which takes place in May. In 2016, Rogers was honoured with the Canadian Society of Safety Engineering’s Best New Entry Award in recognition of our activities and achievements during that week.

Employee wellness

Our bWell program is our national employee wellness program. As part of the program, we have 88 active and dedicated volunteer bWell Ambassadors who assist with promoting wellness, disseminating information, and coordinating wellness programs at the business unit and location level. We also have business unit executive champions to maximize the impact and reach of bWell to all Rogers employees.

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 **58,069**

miles were logged by Rogers employees who walked, ran, or biked for Charity Miles through various team challenges.

 **1,302**

employees received flu vaccinations on our premises.

 **16:16 min.**

The fastest time on the Rogers bWell team for climbing all 1,776 steps of the CN Tower for United Way

 **29:03 min.**

The average time it took for the Rogers bWell team to climb all 1,776 steps of the CN Tower for United Way

In 2016, thousands of employees took part in activities offered through the bWell employee wellness program, including:

- › Building upon the mental wellness section of our bWell website, housing resources and tools to support employee mental health. This section is consistently in the top five most visited pages on the bWell site.
- › Participating in our bWell Yammer group to share and promote healthy lifestyle stories. In 2016, we grew our bWell Yammer group membership from 1,006 to 1,784 members.
- › Administering 1,302 flu shots at 35 Rogers sites across Canada at our on-site bWell flu clinics.
- › Participating in a Fit for Life pilot project that delivered individualized health coaching to 300 employees to motivate and maintain healthy behaviour change.
- › Encouraging employees to participate in Charity Miles, where employees ran, walked, and biked to raise money for a charity of their choice. A total of 58,069 miles were logged and approximately \$12,000 was raised in the process.
- › Taking part in United Way's CN Tower Climb where 40 Rogers employees climbed a total of 71,040 stairs and raised \$9,000.
- › Introducing new healthy items into our cafeterias based on the Harvard Healthy Eating Plate
- › Organizing Health, Safety, and Wellness Week events at Rogers' office locations during North American

Occupational Safety & Health Week.

- › Hosting Canadian Blood Services blood donor clinics.

In 2016, Rogers received the Healthy Workplace GOLD award by Excellence Canada for our bWell and other wellness policies and initiatives. The Excellence Canada Healthy Workplace Standard is made up of four levels and acts as a roadmap for organizations that want to encourage, support, and implement health-related programs in the workplace.

In 2017, all employees will have the opportunity to complete an online Health Risk Assessment (HRA) and health challenge through a new platform. This new online platform also will include health promotion resources and tools such as syncing with fitness devices so employees can track their health measures.

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 2016, we provided employees with ergonomic evaluations and modifications to workstations, and we facilitated return-to-work programs for 3,127 employees who were off due to injury or illness. In addition, we are changing the way our employees work with our workplace transformation program. This program allows employees to find a space that suits their preferred work style, such as a standing desk, to create a more comfortable workspace.

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Environmental responsibility

We are committed to environmental responsibility, governance, and embedding environmental stewardship into our business. We actively manage our environmental risk and have programs, policies, and targets in place to reduce our environmental footprint, particularly around

the priority areas of energy and associated 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.

Highlights this year



3.6%

reduction in total greenhouse gas emissions from 2015.



3.6%

reduction in total energy use from 2015



Selected as one of Canada's Greenest Employers



9%

reduction in waste generated since 2015



20%

company-wide paper reduction from 2015

Managing our environmental impacts

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

Rogers Environmental Policy outlines our environmental standards and management approach. We are mindful of environmental considerations when we make decisions about our workplace style, our facilities, our network, and

our purchasing. We have programs and systems in place 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.

Rogers takes a holistic approach to managing our environmental impacts through our Environmental Management System. Based on the ISO 14001 Standard, this system sets the foundation for maintaining a set

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of processes and practices that guide environmental activities across our organization.

We have a long-standing Environmental Steering Committee (ESC), chaired by our VP, Corporate Real Estate, that consists of executive level representatives across our organization. The ESC is accountable for:

- › Driving our environmental strategy
- › Approving and meeting environmental targets
- › Implementing and monitoring environmental programs and progress
- › Assessing and addressing environmental risks and opportunities



Energy use and climate change

Why it's material

Climate change is important to all of our stakeholders, including the government, investors, suppliers, customers, and employees. Climate change risk has become an increased focus on a global scale as temperatures across Earth continue to rise.

Management approach

Energy use and the associated greenhouse gas emissions (GHG) are our top environmental priority. Every year, an independent third party conducts a Carbon Footprint Assessment to quantify our GHG emissions across our operations, as well as to analyze trends and to evaluate the effectiveness of our GHG emission reduction initiatives. We also continue

to report extensively on climate change risk and opportunities through our annual submission to the Carbon Disclosure Project investor request.

As we move towards a low carbon economy, we continue to invest in various initiatives to help reduce our energy use and associated GHG emissions. Our energy and GHG reduction targets allow us to gauge the effectiveness of our efforts. 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

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2011 base year

3,761,391 GJ

Total energy use



197,448 CO₂e

Scope 1 & 2 GHG emissions

Energy consumption

Our Performance Trends (In GJ except for "Total energy use per million dollars of revenue")	2016	2015	2014	2013
Direct energy use	558,416	583,285	657,415	635,008
Indirect energy use	3,661,140	3,792,486	3,599,503	3,412,252
Total energy use	4,219,556 ^o	4,375,771	4,256,918	4,047,260
Energy use per million dollars of revenue	308	326	331	319

^o Independently assured in 2016.

We measure and report our energy usage on a company-wide basis, including owned and leased buildings, the *Rogers Centre*™, cell transmission sites, power supply stations, retail stores, and our vehicle fleet. Approximately 68% of our energy figures are actual data, with the remaining based on estimations using industry-accepted standards. Our energy use is reported on an absolute basis (in GJ) as well as GJ per million dollars of revenue, to account for our performance relative to business growth.

In 2016, our total energy usage was 4,219,556 GJ^o, a 3.6% decrease from 2015, while energy relative to revenue has decreased by 5.5%. This decrease in energy use is attributable to the programs we have put in place to reduce energy use within our buildings and transmission sites. Relative to our base year of 2011, our energy use has increased by 12.2% due to continued business growth and network expansion. When normalized by revenue growth, it has grown by 1.0%.

Total Energy
(Absolute vs Normalized per Revenue)



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Energy reduction initiatives in 2016

This year, we continued to recognize a number of energy efficiencies across our operations, particularly as we continue to upgrade our workspaces as part of our workplace transformation project. From an energy perspective, this involved retrofitting buildings with energy efficient lighting systems; installing lighting controls such as daylight harvesting, occupancy controls and HVAC controls; and providing new, smart connected technologies for our employees. The renovations also allow us to make more efficient use of our office footprint, thereby significantly reducing our future energy consumption.

We also undertook several other initiatives in 2016 across our operations, including:

- › Undertaking retro-commissioning studies at three key buildings to conduct a systemic evaluation of opportunities to improve the building's performance and enhance energy efficiencies.
- › Conducting lighting audits and upgrading lighting systems at 24 of our office buildings. At our office in Brampton, for example, we replaced approximately 1,600 T5 lighting fixtures with LED lighting technology, thereby reducing our energy use from lighting by approximately 66% (or 1.5 million kWh) at this building.
- › Continuing to upgrade lighting at the Rogers Centre and making the building's boilers more efficient by installing link-less controls and re-tubing the

system to improve heat transfer efficiency. We've also upgraded our air flow in the building, with better controls for chillers and dampers to regulate air flow so that only occupied areas are air conditioned.

- › Conducting cooling efficiency studies at our data centres to determine their overall energy efficiency. Additionally, we decommissioned old hardware and servers and moved from conventional tape storage to solid state disk storage, which requires less power and space.
- › Implementing approximately 400 Free Air Cooling initiatives across our wireless cell sites to reduce power consumption. We also adjusted set point temperatures at 1,000+ wireless cell sites in order to reduce air cooling unit run times, and upgraded tower lighting from incandescent to LED at approximately 50 sites.
- › Adopting a Converged Cable Access Platform that integrates various services (such as data, video, and voice) onto one platform, resulting in a 30% - 40% energy reduction at our cable headends (facilities for receiving television signals for processing and distribution).
- › Replacing end-of-life Computer Room Air Conditioning systems at our cable headends with newer, more energy-efficient systems. This helped to reduce energy by 40% per system.

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Customer experience

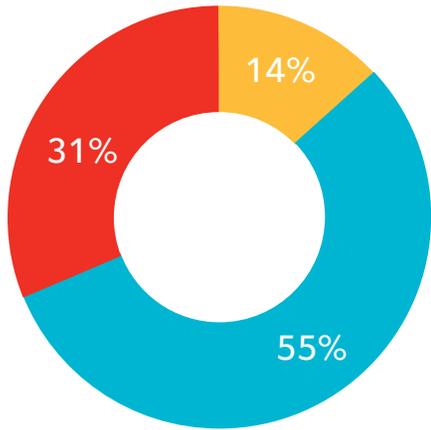
Employee experience

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2016 GHG
Emissions by Scope



- Scope 1
- Scope 2
- Scope 3

Our carbon footprint

Our Performance Trends (in tonnes of CO ₂ e)	2016	2015	2014	2013
Scope 1 (e.g. stationary combustion, mobile fuel, fugitive emissions)	32,132	33,558	38,197	36,885
Scope 2 (electricity purchases)	131,792	136,729	140,928	147,383
Total Scope 1 & 2	163,924 [Ⓢ]	170,287	179,125	184,268
Scope 3 (e.g. business travel, paper use, employee commuting, office waste)	75,136	77,693	78,723	86,361
Total GHG Emissions	239,060	247,980	257,848	270,629
GHG emissions per million dollars of revenue	17	18	20	21

[Ⓢ] Independently assured in 2016.

We continue to undertake a comprehensive approach to our GHG measurement through 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.

In 2016, we had 239,060 tonnes of CO₂e in total GHG emissions, a reduction of 3.6% from 2015. Our Scope 1 and 2 emissions decreased by 3.7%, due to our energy reduction initiatives as well as reduced emission factors from Environment and Climate Change Canada. Our Scope 3 emissions was 75,136 tonnes of CO₂e, a 3.3%

reduction compared to 2015. The Scope 3 reduction was the result of less paper use and employee commuting.

Our buildings, which include offices, network facilities, retail stores, and the Rogers Centre, comprised the largest portion of our emissions (33.2%), followed by transmission sites (25.0%), employee commuting (19.9%), and our company vehicle fleet (6.3%).

Similar to our energy performance, we also report on GHG emissions relative to our business growth. In 2016, Rogers' GHG emissions normalized per revenue was

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17 tonnes of CO₂e per million dollars of revenue, a reduction of 5.6%.

Compared to our corporate targets to reduce Scope 1 and Scope 2 carbon emissions by 25% by 2025, based on 2011 levels, we have reduced carbon emissions by 15.4% from 2011.

There have been many developments in the world with respect to climate change and carbon emissions. We feel that our climate change targets and goals continue to be in-line with those set by world leaders through COP21, and those set by Canada's current federal government. We do not yet know how carbon pricing will affect us financially or otherwise, and will continue to observe as the policy is formed and pricing is set. Overall, we are pleased with our efforts in reducing our emissions and believe we are well on our way to reaching our corporate targets.

Fleet vehicle management

Together with energy reduction initiatives, the responsible management of our fleet of 1,792 commercial vehicles is another way in which we are working to reduce our carbon footprint.

Highlights from the past year included:

- › Soliciting feedback from field technicians to better maximize space within our service fleet. The new interior cargo management systems help to keep

overall weight down in our vehicles, making them more fuel-efficient.

- › Continuing to invest in power inverter systems with auxiliary batteries in our service vehicles, allowing our technicians to operate their equipment and roadside safety lighting without the need to have the engine running. In 2016, 943 vehicles were equipped with this system, reducing overall daily fuel use by an estimated 1,900 litres and a CO₂ reduction of 4.5 tonnes per day.
- › Recycling tires and oil: since 2011, we have recycled 13,910 tires and 172,229 litres of motor oil.
- › Continuing to provide our operations teams with monthly reporting on vehicle use, including engine diagnostics and overdue preventative maintenance, allowing us to identify any vehicles that may require service. This data ensures we're running vehicles efficiently and allows managers to monitor driver behaviour and find ways to reduce fuel consumption and emissions. We also enforce a corporate-wide anti-idling policy to minimize emissions across our fleet.

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Good governance

Customer experience

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Employee and business travel

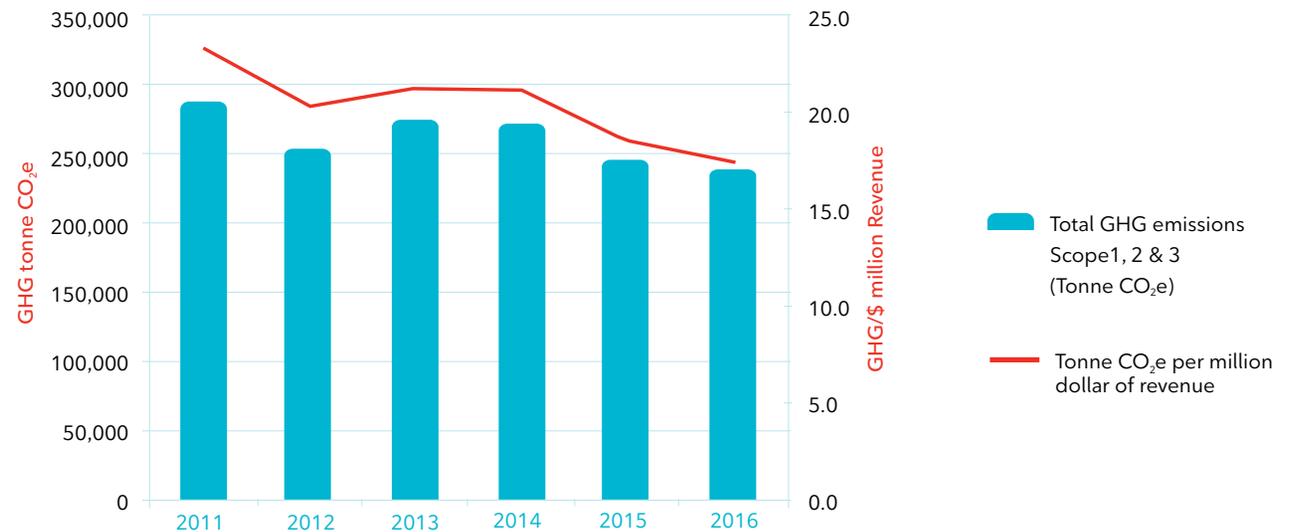
Over the last year, we've also focused on initiatives to reduce our employee and business travel, one of the largest contributors to our Scope 3 emissions. Some highlights include:

- › Installing communications tools, such as Skype for Business, on employees' computers. Skype for Business provides both video and audio call options. We also installed Microsoft tools that allow employees to access their work files wherever they are.
- › Continuing to install video-conferencing suites as a part of our workplace transformation project. Each suite is equipped with large screens and the ability to present through video-conferencing, reducing the

need for off-site employees to travel for a meeting. In addition, we have four TelePresence suites across Canada, which allow remote participants to appear virtually around the boardroom table alongside in-person attendees.

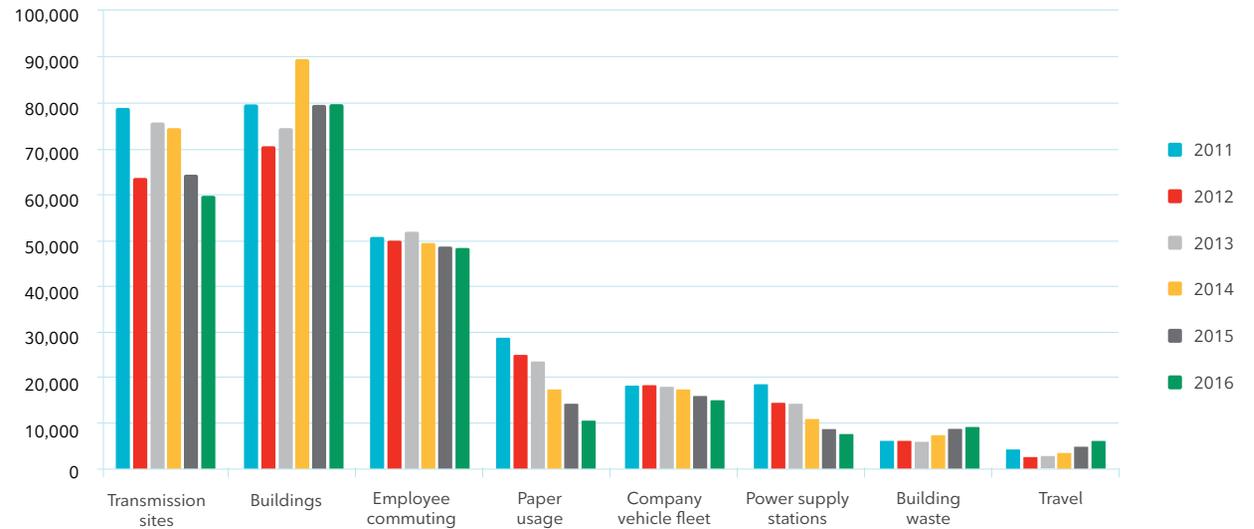
- › Providing secure bike racks, thereby reducing the requirement to drive or take transit to work
- › Offering a corporate discount to employees for Toronto Transit Commission (TTC) passes, providing them with a more affordable way to use public transportation. In 2016, 9,609 monthly passes were distributed to our employees across the Greater Toronto Area.

Total GHG emissions (absolute vs. normalized per revenue)



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GHG emissions by source (tonnes CO₂e)



Paper reduction

Why it's material

Paper is a part of our business, with paper used for print publications, marketing, billing and internal purposes.

Management approach

Even though paper is a part of our business, we are 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 Environmental Steering 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.

CSR at Rogers

Good governance

Customer experience

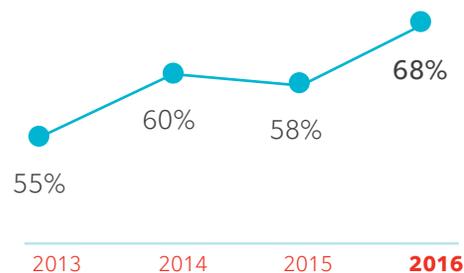
Employee experience

› Environmental responsibility

Community investment

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Percentage of customers who received electronic bills



Our Performance Trends
(In metric tonnes, except percentage of customers)

	2016	2015	2014	2013
Total Paper Use	9,275*	11,586	14,720	19,654
> Publishing	6,931	8,676	11,098	14,051
> Marketing and Communications	1,405	1,779	2,362	4,084
> Billing	737	865	937	1,190
> Internal Office Use	202	266	323	329
Percentage of customers who received electronic bills	68%*	58%	60%	55%

* Independently assured in 2016.

In 2016, we made an effort to push more digital adoption across our organization, including internal paper use, publishing, marketing, and billing. As a result, we reduced our total paper consumption by 20% from the previous year and by 61% from 2011. This significant reduction was achieved by:

- > Encouraging employees to use less paper by giving them technology tools they need to do their jobs effectively. This included ensuring all of our employees have laptops, more technology tools within meeting rooms to allow them to share presentations on screen rather than on paper, and encouraging digital documentation rather than retaining paper files. These changes have helped us achieve a 24% reduction in paper used for internal purposes.

- > Reducing paper used for marketing by 21% this year as we increasingly took advantage of advertising on digital properties and social media.
- > Increasing the percentage of customers receiving electronic bills by 10 percentage points from 2015. With our improvements to our online billing and customer apps, we're making it easier for customers to understand their bills online, thereby reducing their need for paper bills. Due to these efforts, we recognized a 15% reduction in paper use for billing in 2016.
- > Increasing digital circulation of our magazines as a result of a strategic change to focus on digital media and through *Texture™* by Next Issue digital magazine subscription service. As a result, paper used in the production and printing of traditional magazines

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Good governance

Customer experience

Employee experience

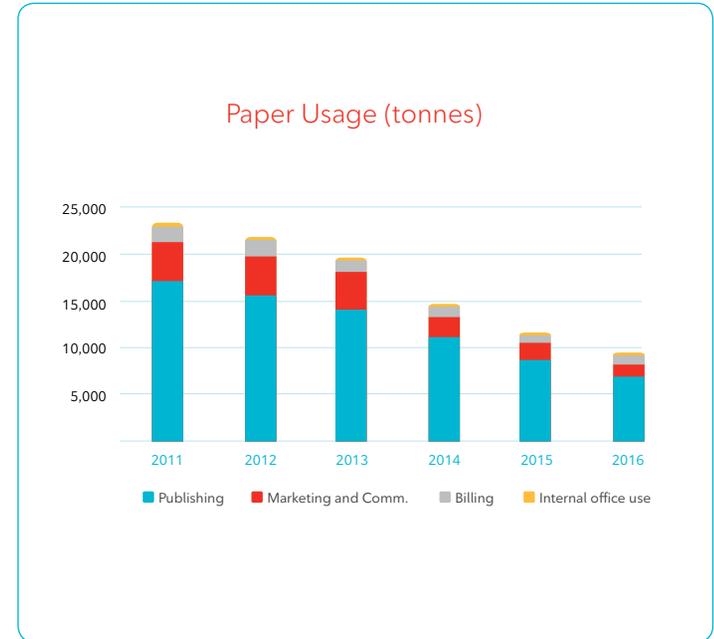
> Environmental responsibility

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declined by 23 % in 2016 and an incredible 61% since 2011. In 2017, we're shifting our magazine content strategy to respond to customers' growing appetite for digital content, and moving more of our publications online rather than producing print versions. As a result, we expect our paper used for magazine publications to drop significantly in 2017.

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 stakeholders that the development of our paper has been managed under strict conditions to ensure the protection of high-conservation-value forests, waterways, wildlife habitats, and animal 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.

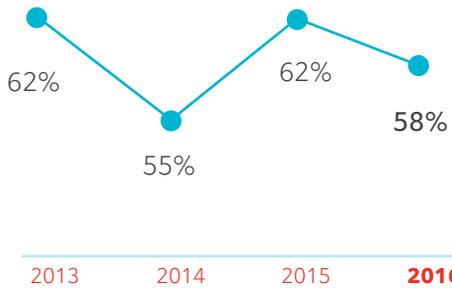
Management approach

Over the last few years, we've been tackling our office waste by influencing the behaviour of our employees. Our Get Up and 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. In 2017, our strategy will evolve to expand our recycling efforts to include a centralized collection program as well as our national battery and e-waste recycling efforts.

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Waste diversion rate



Our Performance Trends

(In metric tonnes, except percentage of total waste diverted)

	2016	2015	2014	2013
Total waste generated (includes office waste)	8,615	9,428	7,276	7,550
Total waste recycled (include office waste)	5,039	5,877	4,019	4,739
Waste to landfill	3,576	3,551	3,257	2,811
Percentage of waste diverted from landfill	58%	62%	55%	62%

In 2016, we generated 8,615 tonnes of waste, a decrease of 8.6% from 2015. This waste includes paper products, e-waste, office furniture, mixed recyclables, and organics. As a result, we achieved a company-wide diversion rate of approximately 58%, a four point drop from last year.

Highlights from the year included:

- › Expanding our Get Up and Get Green program by 24 collection bins, so that we now have 711 waste sorting units across our offices. These units have clearly marked categories to help employees separate materials between organics, paper, recyclable materials, and waste. To help us continuously monitor the success of the program, our waste management vendor has been providing monthly reports on the Get Up and Get Green participating buildings as well as training on recycling best practices.

- › Rogers Centre and our catering supplier continue to work with Second Harvest to donate leftover food waste. In 2016, over 26 tonnes of leftover food items were picked up by Second Harvest and delivered to various community groups throughout Toronto. In addition, Rogers Centre has two organic digesters used to process food waste during the year to help us reduce the number of green bins used in its operations.
- › Continuing to expand our collection and recycling of batteries, electronic waste, used handsets, devices, broadcasting equipment, and cable wires.
- › Encouraging eco-dining, including providing compostable take-out containers, expanding our organics programs, encouraging the use of china and steel cutlery, and offering a discount for the use of reusable mugs.
- › Holding waste collection events for our employees on Earth Day and during Waste Reduction Week,

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which allowed employees to bring in used electronics from home or their office so that they could be recycled through our e-waste partner.

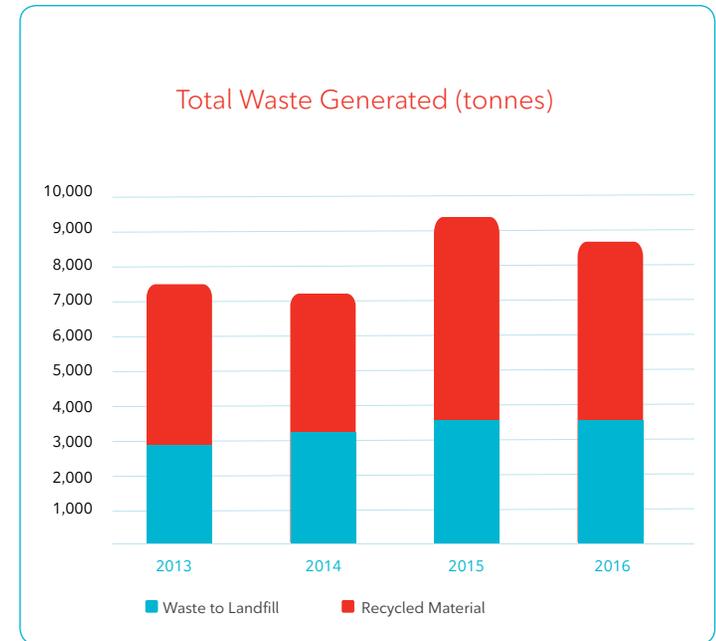
Spills and releases

To help mitigate our risks of spills and releases, we deliver spill management training sessions as a part of our Environmental Management System. This training ensures our employees understand 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 part of our emergency planning to help prevent land and water contamination. In 2016, 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.
- > 22 Level 2 spills, which are reportable spills of 10 to 100 kg.
- > 58 Level 1 spills, which are 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 direct use of water is for employee needs, such as



washrooms and kitchens on our premises. In 2016, we used 320,507 cubic metres of water, a 2% increase from 2015, but a significant decrease of 13% from 2011.

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 workspace redesign, we installed high-efficiency water fixtures and appliances and implemented strategies for more water-efficient landscaping.

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Workplace transformation update

In our 2015 CSR Report, we told you about our workplace transformation program, which enables employees to be more agile and efficient. As well as having benefits on workplace productivity, the redesign is having a significant impact on reducing our environmental footprint. Here are some highlights from 2016:

Our renovated floors have seen energy efficiency improvements between 51% and 67% due to fewer and more energy efficient printers, monitors, and lighting. We also leverage occupancy sensors and natural lighting in those spaces. As a result, we estimate that each floor saves approximately 88,000 kWh of electricity, reducing its equivalent GHG emissions by 3.6 tonnes.

With our pre-renovation clean-up efforts, we were able to remove unused office supplies and furniture. In 2016 alone, we collected more than 1,024 tonnes of used materials, with 95% being diverted from landfill through reselling (21%), recycling (60%), donations to charities (11%), and relocating within Rogers (3%). Since the renovations began in 2015, 2,350 tonnes of material have been collected with a 96% diversion rate.

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Sustainable business solutions

Technology is a great enabler for reducing our environmental footprint. As a communications company, we have been collaborating with others to find Internet of Things (IoT) solutions to help them manage their footprint. For instance:



We partnered with blueRover to provide engineered solutions that can range from monitoring liquid inventory levels to detecting temperature and water presence. Their solutions also provide logistical support to the transportation industry to provide alerts that will help prevent unnecessary truck usage - saving on fuel, mileage on vehicles, and hazardous emissions into the environment.

Rogers partnered with Ericsson to provide a solution for the City of Ottawa's Innovation Pilot Program for a "Connected Water" solution to facilitate water quality testing. The Connected Water Solution is the first of its kind in Canada that involves monitoring approximately 800,000 annual water quality tests from a variety of sources spanning roughly 4,500 km. The pilot leveraged sensor-based technology along with IoT and LTE mobile broadband technologies to gather real-time intelligence to better predict, prevent, and respond to potential issues related to water quality. In addition to the City of Ottawa, the Rideau Valley, South Nation, and Mississippi Valley Conservation Authorities are also participating in the pilot test.

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Community Investment



Community investment

We're committed to helping build strong communities and solving issues that matter to Canadians. Through our Connected for Success program, we are bridging

the digital divide by providing affordable broadband Internet to non-profit organizations who manage subsidized housing.

Highlights this year

\$62.4 million

in cash and in-kind community investments



13,090

low-income households have benefitted from Connected for Success, an affordable broadband Internet solution that helps bridge the digital divide, since the program's inception in August 2013



1,137

employees volunteered through our Employee Volunteer Program



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 or lack the skills to use it effectively.

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 excellent 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 engaged with the online world and those who have fallen behind. Rogers can make a real difference by bridging the digital divide and increasing digital literacy skills. Our signature program, Connected for Success, offers affordable broadband Internet to those living in non-profit housing and is managed by our CSR team.

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Launch of Connected for Success in Durham Region.

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Our Performance Trends	2016	2015	2014	2013
New subscribers for Connected for Success program	2,832	4,129	4,204	1,925

Helping more Canadians get online

This past year, our Connected for Success program continued to bring affordable broadband Internet to Canadians with low incomes. The program began in August 2013 by offering high-speed home Internet at \$9.99 per month to subsidized residents of Toronto Community Housing (TCH).

In 2016, we increased our number of participants by 2,832 for a total of 13,090 households who have been a part of the program since its inception.

This year, we expanded the program to make it available for up to 150,000 additional rent-subsidized households within our cable footprint in Eastern and Southwestern Ontario, New Brunswick, and Newfoundland and Labrador.

Digital literacy

Recent research by Ipsos Canada shows that price is actually not the main factor for people who don't subscribe to the Internet. More than two-thirds of non-subscribers do not mention cost when explaining their reasoning behind their lack of Internet subscription. The

most common reason is a lack of interest or perceived relevance. Non-subscribers tend to be older, less educated, live in rural areas, and have lower household incomes. Many of the older non-subscribers don't know how to access or use the Internet. While lowering price may attract a small portion of the non-subscribers, the reality is the varying degrees of Internet use is also correlated to age, not just income.

To help bridge digital literacy gap, we collaborated with ABC Life Literacy to deliver digital literacy workshops in TCH and Durham Region Non-Profit Housing. We hosted six workshops in 2016 with over 80 participants total. The training assisted low-income seniors and individuals in using the Internet for daily activities (such as e-mail or job hunting), having meaningful online experiences, and learning Internet security.

In addition, we have also provided our Connected for Success product at 30 computer labs within TCH buildings. These computer labs are used every day by TCH residents for different purposes including after-school and educational programs, career searching, and homework research.



Connected for Success Testimonials

“As a proud customer of Connected for Success, I would like to thank Rogers for providing affordable Internet access to Toronto Community Housing residents. I don’t have to worry about sending my two young children to friends’ homes to complete assignments, and I’m able to work on my business from the comfort of my own home. I speak on behalf of many residents within Toronto Community Housing when I say we all appreciate the affordable Internet program Rogers offers.”

~ Leon, father of two, Toronto Community Housing resident who has been on the program since 2013

“The Connected for Success Program has made a significant difference in the lives of our residents who live on very limited fixed incomes. Prior to Rogers Connected for Success Program, many of our residents did not have the financial ability to keep connected with their family, friends and the broader community. Our residents are all physically disabled and for many of them travel is difficult, so to be able to keep in touch with loved ones who live a considerable distance away is very important to them. The Connected for Success Program has allowed them to reconnect, to get involved in their community, and has removed the feeling of isolation. Thank you to Rogers on behalf of Peel Cheshire Homes Brampton and our residents for introducing this successful program!”

~ Dianne M. Austin, Executive Director, Peel Cheshire Homes Brampton Inc.

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Community giving

Why it's material

One of our priorities is to be a strong Canadian growth company - which we can't do 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 allows employees to take one paid day off per year to volunteer at the charity of their choice.



Rogers employees raising funds for Canadian Women's Foundation during the Move for GEN1 event in Toronto

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Rogers employee volunteering with Habitat for Humanity



Rogers New Grad program participants volunteering for the day

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Corporate community investment

Our Performance Trends (In millions of dollars)	2016	2015	2014	2013
Cash donations	4.3	7.5	10.4	10.5
Regulated community investment - cash donations	2.2	1.8	2.6	2.7
Total cash donations	6.5 [Ⓢ]	9.3	13.0	13.2
Community investment - in-kind donations	29.4	27.6	24.6	21.5
Regulated community investment - in-kind donations ¹	26.5	28.7	33.2	36.4
Total in-kind donations	55.9 [Ⓢ]	56.3	57.8	57.9
Total community investment	62.4 [Ⓢ]	65.6	70.8	71.1
Percentage of pre-tax earnings donated to charities and non-profit organizations	5% [Ⓢ]	4%	4%	3%

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

[Ⓢ] Independently assured in 2016.

In 2016, Rogers donated \$62.4 million in cash and in-kind donations to charities and non-profit organizations. This represented 5% of our income before taxes, which is on par with the previous three years, and exceeds the recognized giving benchmark of 1%.

In 2016, we continued to fund programs through **Rogers Youth Fund™**, which supports after-school

programs at Boys and Girls Club of Canada, with the aim of helping youth graduate high school. The funding covered mentoring programs, technology centres, and e-learning activities to help youth shape their career goals and plan for the future.

In addition to supporting those programs, we supported multiple community programs and charitable events.



Rogers employees doing the CN Tower Stair Climb for United Way

Examples include:

- › A \$100,000 donation to the Canadian Red Cross to support relief efforts in Fort McMurray, Alberta, whose community was devastated by a forest fire in May 2016.
- › Supporting the Rogers Conn Smythe Celebrity Dinner and Auction in support of Easter Seals Ontario.
- › Our *Jays Care*™ Foundation raised \$6.1 million for programs and facilities that support physical activity, education, and life-skill development among Canadian youth.
- › We devoted \$55.9 million to in-kind giving resources in 2016. 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 the airing of PSAs and on-air segments on Rogers tv, we promote local charities and community events in our cable footprint.

- › For the 13th 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.
- › We have sponsored the Rogers Writers Trust Fiction Prize since 1997, which recognizes Canadian writers for the year's best novel or short-story collection.
- › Through Rogers Media, we support scholarships at universities across Canada. For instance, we support **Sportsnet**™ Scholarships at Ryerson University in the areas of journalism and radio and television arts.



Rogers teams helping out in Fort MacMurray, Alta.

Corporate community investment

Our Performance Trends	2016	2015	2014	2013
Employees who volunteered through Rogers Employee Volunteer Program	1,137 ^o	787	1,263	1,386
Volunteer hours invested by Rogers employees	7,391 ^o	5,116	8,210	9,009

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Rogers employees volunteering with Boys and Girls Clubs of Canada



Rogers employees volunteering at a food bank

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We actively support employees’ community activities through the Rogers Employee Volunteer Program. Employees can volunteer for one paid day each year at any charity of their choice or one of our charitable partners. We even allow employees to use the day to volunteer at their children’s school. On our dedicated online volunteering portal, employees can review and choose volunteer opportunities that interest them.

This past year, we had 1,137 employees participate in the Rogers Volunteer Program, a 45% increase in participation from last year. This equated to 7,391 volunteer hours. In 2016, we increased our communications tactics to build awareness of our volunteer program. For instance, during National Volunteer Week, we held awareness events at our office locations across the country. We also celebrated a “volunteer of the month”, with a story of the employee’s volunteerism on our intranet site and external blog. We have also been driving employees to register their experiences on the volunteer portal, so that we can better track their participation.

Examples of employee volunteerism in 2016:

- › Rogers is one of the largest participants in the United Way of Greater Moncton and Southeastern New Brunswick’s annual Day of Caring, one of the largest one-day volunteer events in Canada. Over 70 employees spent their day at the Greater Shediac Community Garden and the Shediac Cape Community Garden to help in the gardens, which grow produce for the local foodbank.
- › In March 2016, our employees in our Burnaby call centre participated in an amazing evening where more than 150 employee volunteers filled the call centre to take donations for the Canucks for Kids Fund, in support of Canucks Place, a children’s hospice in British Columbia.
- › Nearly 100 members of our Care Operations support team volunteered at Variety Village in Toronto, helping them with facility maintenance, painting, selling raffle tickets, and learning about the positive impact that Variety Village has on the community.

As well as volunteering, our employees also devote their time to raising money for our annual United Way campaign. In 2016, our employees once again raised over \$1 million for United Way chapters across Canada by hosting fundraising events and making donations through payroll. As part of our efforts, we were awarded a Spirit Award by United Way Toronto and York Region for best Leadership Campaign in the Technology and Media sector.

Volunteer story

The entire Rogers Edmonton Enterprise Business Unit sales team participated in a volunteer program at the Ronald McDonald House in Edmonton called "Meals that Mend". The 11 members of the sales team contributed \$40 each to buy groceries. Together, they prepared, cooked, and served lunch to 40 families living at Ronald McDonald House. Families residing at "the House" are from Northern Alberta, Saskatchewan, and the Northwest Territories and have young children with serious health-related issues requiring ongoing and lengthy visits to hospitals in Edmonton.

"I learned we could accomplish so much together, and make a difference in other people's lives, especially after getting to know the serious challenges these families are facing. This experience really helped strengthen our team even more as we got to know each other more personally, working toward a common goal to help families in our community."

~ Randy Mouflier, Account Executive



Rogers employees volunteering at Ronald McDonald House in Edmonton, Alta.

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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

\$13.3 billion

economic value distributed



\$998 million

in taxes and government payments



\$2.4 billion

of sales and payroll taxes collected on behalf of governments



\$988 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 strategic priorities to be a strong Canadian growth company. Profitable growth and strong results enable us to invest in our network and our people, procure goods and services, pay our fair share of taxes and other government

payments, deliver shareholder returns, and support our communities through our direct economic impacts. We are also impacting the economy indirectly by supporting small business, and enabling jobs through our indirect and induced impacts.

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.

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Our Performance Trends (In millions of dollars)	2016	2015	2014	2013
Direct economic value generated:				
Revenue	13,702	13,414	12,850	12,706
Economic value distributed:				
Operating costs	6,296	6,155	5,631	5,541
Employee salaries and benefits and stock-based compensation (excluding payroll taxes)	1,936	1,839	1,805	1,811
Shareholders and providers of capital:				
Dividends paid ¹	988	977	930	876
Interest paid ¹	756	771	778	700
Taxes paid and other government payments ¹	998	881	1,140	1,022
Capital expenditures ¹	2,352	2,440	2,366	2,240
Community investments	7	9	13	13
Total economic value distributed	13,333[⊕]	13,072	12,663	12,203

¹Certain items are presented on a cash basis because it is more relevant to the stakeholders.

⊕ Independently assured in 2016.

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2016 Revenue by segment (%)



Economic value generated and distributed

Our economic value generated rose by 2.1% to \$13.7 billion in 2016. Total economic value distributed increased to \$13.3 billion^o in 2016, up 2.0% from 2015. Some of the key elements to our economic value include:

- > We continued to deliver solid returns to shareholders in 2016, with revenue growing by 2.1% to \$13.7 billion. We paid \$988 million in cash dividends, an increase of \$11 million from 2015.
- > We paid \$1.94 billion in salaries and benefits in 2016, with benefits including health benefits, a company-matched share purchase plan, and pension payments.
- > Taxes and other government payments totaled \$998 million, an increase of \$117 million from the prior year. In 2015, our taxes were lower as a result of loss carryforwards from the acquisition of Mobilicity.
- > We invested a total of \$2.352 billion^o in capital expenditures, mainly in our networks and data centres, 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 comprehensive policies and procedures to ensure we are compliant with all tax laws and reporting requirements, as well as filing and making all income and sales tax returns and payments on a timely basis. As

part of this process, we pursue 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 taxes and fees to federal, provincial, and municipal governments, including:

- > various taxes on the salaries and wages we pay (payroll taxes) to approximately 25,200 employees;
- > property and business taxes;
- > unrecoverable sales taxes and custom duties; and
- > broadcast, spectrum, and other regulatory fees.

As outlined in the table below, the total cost to Rogers of these payments in 2016 was approximately \$998 million. In addition, we collected on behalf of governments approximately \$1,809 million in sales taxes on our products and services and \$545 million in employee payroll taxes.

CSR at Rogers

Good governance

Customer experience

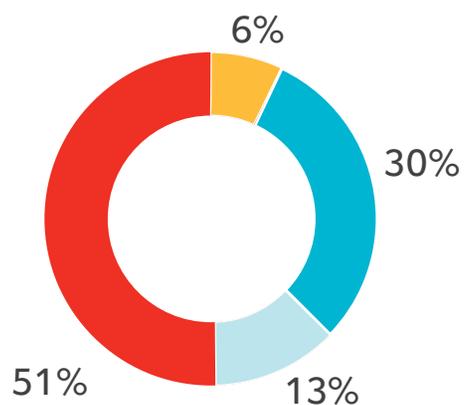
Employee experience

Environmental responsibility

Community investment

> Economy and society

Taxes paid and other government payments



- Income taxes 30%
- Payroll taxes 13%
- Broadcast, spectrum & other regulatory fees 51%
- Property, business, non-recoverable sales taxes & custom duties 6%

(In millions of dollars)	Income taxes	Sales taxes paid	Payroll taxes	Regulatory & spectrum fees ¹	Property & business taxes	Total
Canadian Federal Government	164.3	-	85.1	511.3	5.3	766.0
British Columbia	7.5	4.2	1.5	-	4.0	17.2
Alberta	13.8	-	0.2	-	6.4	20.4
Saskatchewan	0.5	0.2	-	-	0.2	0.9
Manitoba	1.6	0.6	0.2	-	0.7	3.1
Ontario	91.0	4.0	37.3	-	21.8	154.1
Quebec	11.9	0.4	7.5	-	8.1	27.9
Atlantic Provinces	5.1	-	0.6	-	3.3	9.0
Other	(0.3)	-	-	-	-	(0.3)
Total	295.4²	9.4	132.4	511.3	49.8	998.3

¹Includes an allocation of \$266 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.
²Independently assured in 2016.

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Indirect and induced economic impacts

In 2016, we undertook an economic impact study to determine our indirect and induced economic impacts. The scope of the study was done to reflect only the impacts occurring in Canada, and was based on 2015 financial and operating results.

Through this study, we looked at the following impacts:

- › Direct: resulting from Rogers’ spending on suppliers and employees and our taxes and government payments;
- › Indirect: arising from the activities of the firms

providing inputs to Rogers’ suppliers (in other words, the suppliers of our suppliers); and

- › Induced: Impacts resulting from consumer spending by employees of the businesses stimulated by direct and indirect expenditures.

According to the study, we found that in 2015 our total economic footprint in Canada we enabled 71,895 jobs in Canada, \$18.8 billion in total economic output, and added \$9.5 billion to Canada’s Gross Domestic Product (GDP).

Total economic impacts (In thousands of dollars, except for jobs)	Direct	Indirect	Induced	Total
Output	8,529,478	6,451,851	3,859,619	18,840,948
GDP	3,917,633	3,321,119	2,244,452	9,483,204
Jobs (annual FTE)	24,222	28,505	19,168	71,895
Corporate taxes and taxes on production	372,000	449,284	563,757	1,385,041
Personal income tax	661,459	406,720	246,058	1,314,237
Spectrum and licensing fees	509,100	-	-	509,100

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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 on providing the best customer experience, while we take care of maintaining and monitoring their technology and connectivity. In 2016, we introduced Rogers Unison for small business, giving customers a mobile solution that helps them save costs by cutting the cord on desk phones. We also introduced Rogers Business App Market, featuring Microsoft Office 365 and Google G Suite apps, offering small businesses a one-stop shop for cloud-based apps and 24x7 support for business productivity and collaboration.

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 to foster innovation and entrepreneurship in our country. In 2016, we hosted our annual **Rogers Talks**™ event series across major cities in Canada where we continued to build our small business community by bringing together industry experts, motivational speakers, and business leaders to share their advice and expertise.

To hear more from our customers, we also facilitated Advisory Panels on thought leadership to bring industry leaders from various fields together to better understand where we can improve, what support and tools small businesses require in the future, and how best to approach different business communities.

In 2017, we will continue our efforts to help small business. We will do this by continually showcasing our customers and their businesses in customer testimonials and case studies shared on our social platforms and website. We will also be ramping up community engagement and will continue to support organizations like the Association of Chinese Canadian Entrepreneurs, Start Up Canada, and Digital Main Street. We will also continue to build our Small Business Centre service for small businesses by adding seven more locations to our existing 72 locations. These centres provide face-to-face contact with service representatives to help us understand the communications needs of our small business

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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.

Through our membership in the Joint Audit Cooperation, we share audit findings through a group of twelve other global telecom companies, allowing us to better manage sustainability efforts among our suppliers.

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

Our Performance Trends (In millions of dollars)	2016	2015	2014	2013
Total suppliers	11,831	15,015	15,623	16,479
Percentage of competitive bid processes where the supplier agreed to our Contractor Code of Conduct and Business Conduct Policy	100%	100%	100%	100%
Percentage of our top 200 suppliers who are Canadian or have significant operations in Canada	76%	67%	n/a	n/a
Number of responses to our Ethical Procurement Questionnaire from our top 200 suppliers ¹	85	n/a	n/a	n/a
Number of suppliers audited by Rogers ^{1,2}	5	n/a	n/a	n/a
Number of suppliers audited through the Joint Audit Cooperation ^{1,2}	69	n/a	n/a	n/a

¹Indicator introduced in 2016.

² Indicator introduced in 2016. Rogers joined the Joint Audit Cooperation in 2016.

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Procurement & supply chain management

We worked with 11,831 suppliers in 2016, 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 76% 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:

- › 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:

- › Broadcasting equipment
- › Paper for publishing consumer/business magazines

For enterprise-wide, corporate, and internal business:

- › 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, used 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.

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



Ethical Procurement

Rogers has been placing continued focus on sustainability within the supply chain. To help us gain more transparency into our supply chain, we joined the Joint Audit Cooperation (JAC) in early 2016. JAC is a group of global telecom companies that share common suppliers and want to ensure these vendors are adopting principles of sustainability in their operations.

In 2016, Rogers audited five suppliers and gained access to the findings of 64 other audits conducted by the other members. Of the suppliers audited, three were direct suppliers of Rogers, and two were tier 2 suppliers. These audits were conducted at manufacturing plants in areas considered at-risk, such as China and Mexico. Information from each audit is shared among members of JAC, with each company evaluating the results and implementing corrective action plans and ongoing improvement programs as necessary with the suppliers. The JAC community is expected to audit over 80 vendor locations in 2017, with Rogers confirming to audit a minimum of five manufacturing plants in at-risk areas. A further emphasis will be applied to tier 2 and tier 3 suppliers, as Rogers and its peers within JAC continue to collaborate

with suppliers to promote sustainability within the supply chain.

In addition to our activities through JAC, we surveyed our top 200 suppliers on their sustainability practices. These suppliers account for approximately 70% of our total supplier expenditures. The survey included questions around five key areas: labour, society, health and safety, environment, and ethics and anti-corruption. Of our top 200 suppliers, 85 completed the questionnaire, in addition to 100% of potential suppliers in our 2016 RFX process. We followed up with 16 vendors where we suspected non-compliance. However, through the survey, we found no evidence that our supply chain is not conforming to our CSR principles and values. In 2017, we will revise our existing survey and tackle a specific segment of our supplier population, to ensure focus on industries that have an inherent risk regarding corporate social responsibility.

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 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 steps to implement controls to avoid this in the future.

CSR at Rogers

Good governance

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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 Legal and 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 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, on occasion, provides 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 Legal and Corporate Affairs Officer who reports to our CEO.

Our Performance Trends	2016	2015	2014	2013
Contributions to political parties	\$91,239 ^o	\$129,580	\$142,350	n/a
Funding provided to support Canadian film and television production through the Rogers Group of Funds (in millions of dollars)	28.2	21.4	28.4	27.6

^o Independently assured in 2016.

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In 2016, Rogers contributed \$91,239 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 [2016 Annual Report](#) provides a detailed discussion of government regulation and regulatory developments that affected Rogers last year.

In 2016, we continued to speak to our company vision to build a brilliant digital future for Canadians. Our policy efforts are in support of this vision. Canadians should enjoy the benefits of the Internet to its fullest potential.

We believe that the Internet offers opportunities for Canadians in all walks of life, from students working on their latest research project to seniors connecting with loved ones miles away to small business owners launching their dream start-ups. While opportunity is more ubiquitous than ever before, we recognize that too many Canadians do not have the skills or awareness to use the Internet.

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.

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Specific files where we engaged in 2016 included:

- › Participating in the Basic Telecommunications Services hearing overseen by the CRTC, arguing that Internet access is a necessity for all Canadians and that we need to understand why people opt not to get internet service.
- › Participating in the Minister of Canadian Heritage's consultation on Canadian Content in a Digital World, advocating for a new approach to Canadian content that harness the opportunities of the digital transition and the potential to export more content to the world.
- › Defending net neutrality in the CRTC's review of differential internet pricing practices, pointing out the harm of internet service providers acting as gatekeepers for content on the internet.
- › Taking part in the Minister of Public Safety's National Security consultation, advocating for our customers' privacy
- › Participating in the CRTC's review of the Wireless Code, supporting the code and suggesting ways to ensure it is applied fairly and consistently.

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), and through the production of film, television, and radio content by Rogers for our media outlets.

In 2016, we supported 121 productions in English and French with approximately \$28.8 million in funding, up from \$21.4 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. Directors Guy Maddin and Evan Johnson won the \$100,000 cash prize in 2016 for the film *The Forbidden Room*.

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