

Together, we'll make more possible

Rogers Communications Inc.
2018 Corporate Social Responsibility Report



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

Contents

3	About this Report	40	Environmental responsibility
5	A message from Joe	42	Energy use and climate change
7	External assurance statement	45	Waste reduction
10	CSR at Rogers	49	Community investment
18	Good governance	50	Community giving
19	Governance and ethics	56	Digital inclusion
22	Customer experience	58	Economy and society
23	Customer service and transparency	59	Economic performance
25	Network leadership and innovation	62	Procurement and supplier management
27	Product responsibility		
29	Privacy and information security		
31	Employee experience		
32	Talent management		
35	Inclusion and diversity		
37	Safety and well-being		



About this Report

Rogers is a proud Canadian company dedicated to making more possible for Canadians each and every day. Our founder, Ted Rogers, purchased his first radio station, CHFI, in 1960. We have grown to become a leading technology and media company that strives to provide the very best in wireless, residential, and media to Canadians and Canadian businesses. Our shares are publicly traded on the Toronto Stock Exchange (TSX: RCI.A and RCI.B) and on the New York Stock Exchange (NYSE: RCI).

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

The Rogers Corporate Social Responsibility (CSR) Report (the “CSR Report”) communicates our social, environmental, and economic performance in Canada for the 2018 calendar year, focusing on what we believe matters most to our stakeholders.

Rogers CSR reporting approach

This year, we have updated our reporting approach to appeal to a wider audience, while also demonstrating how Rogers provides both value to our society and transparency in our operations.

CSR Report: This year-in-review highlights our CSR work for 2018 and the progress we’ve made in addressing our 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](#) allows stakeholders to easily locate information about how we are addressing topics and requirements contained in the Global Reporting Initiative’s (GRI) Sustainability Reporting Standards. The GRI Index is separately available online as a [downloadable PDF](#).

About Rogers website: The About Rogers section of the

Rogers website (about-rogers.com) provides high-level information and data on our programs and performance, and links to policies related to our material topics. Stakeholders can also access a [Glossary of Terms](#) used throughout the CSR Report, read featured stories, download past CSR Reports, and more.

GRI compliance

To guide our CSR reporting, we have used the GRI Standards. We self-declare that our 2018 CSR Report has been prepared in accordance with the GRI Reporting Standards' core reporting requirements.

Data measurement

Our CSR team is responsible for the collection and presentation of information provided in this CSR Report. We ensure that all content is accurate, has been authenticated by internal subject experts, and has been reviewed by management. All currency is in Canadian dollars unless otherwise stated. All information is as at or for the year ended December 31, 2018 unless otherwise indicated.

About Forward-Looking Information

This CSR Report includes "forward-looking information" and "forward-looking statements" within the meaning of applicable securities laws (collectively, "forward-looking information"), and assumptions about, among other things, our social, environmental, and economic performance in Canada. This forward-looking information and these assumptions include, but are not limited to, statements about our objectives and strategies to achieve those objectives, and about our beliefs, plans, expectations, anticipations, estimates, or intentions.

Forward-looking information typically includes words like could, expect, may, anticipate, assume, believe, intend,

estimate, plan, project, guidance, outlook, target, and similar expressions, although not all forward-looking information includes them; includes conclusions, forecasts, and projections that are based on our current objectives and strategies and on estimates, expectations, assumptions, and other factors, most of which are confidential and proprietary and that we believe to have been reasonable at the time they were applied but may prove to be incorrect.

Readers are cautioned not to place undue reliance on forward looking statements as a number of factors could cause actual future results and events to differ materially from that expressed in the forward-looking information. Accordingly, this CSR Report is subject to the disclaimer and qualified by the assumptions and risk factors referred to in Rogers 2018 Annual Report and Rogers Third Quarter 2019 MD&A (which was issued on October 23, 2019), as filed with securities regulators at sedar.com and sec.gov, and also available at investors.rogers.com. The forward-looking information made in this CSR Report describe our expectations as of today and, accordingly, are subject to change going forward. Except as required by law, Rogers disclaims any intention or obligation to update or revise forward-looking information. All of the forward-looking information in this CSR Report is qualified by the cautionary statements herein.

External assurance

For the seventh consecutive year, we engaged KPMG LLP (KPMG) to provide limited assurance over selected information contained in the CSR Report, in addition to the audit of our consolidated financial statements. KPMG's 2018 assurance report on selected performance indicators is on page 7 of this CSR Report and KPMG's audit report on our 2018 consolidated financial statements is on page 89 of the [2018 Annual Report](#).

Symbol key

Assurance

★ Data assured by KPMG

Help us improve

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

Email us at csr@rci.rogers.com.

A Message from Joe

Ted Rogers started our company with one small loan and one big dream. He believed in the power of communication to enlighten, enrich and entertain. At the age of 27, he purchased his very first radio station, CHFI.

From these humble beginnings Rogers has grown to become a great Canadian company and Ted, a great Canadian entrepreneur. Like most start-ups, Ted faced many ups and downs building businesses from scratch. Despite the insurmountable challenges, he had an unwavering commitment to community and giving back. This commitment has always been a cornerstone of our company, and it always will be.

Fundamentally, we believe that when you do well in business, you have a responsibility to invest in the future and give back to the communities where you live, work and raise your families.

On the community front, we contributed \$65 million to help our communities and country thrive. Through Ted Rogers Scholarships, our Community Grants, and Jays Care, we helped 225,000 youth achieve their dreams and aspirations.

We expanded our Connected for Success program to 300 non-profit housing partners, helping 20,000 low-income families access affordable and reliable broadband. We also launched a new volunteering program, Give Together. From stuffing backpacks

for back-to-school, to refurbishing youth facilities, to building youth recreational facilities, our team volunteered 20,000 hours to help more than 50 charitable organizations. It was a deeply rewarding experience for our team, their families and friends.

“Fundamentally, we believe that when you do well in business, you have a responsibility to invest in the future...”

To strengthen our country, our economic footprint totaled \$22.6 billion and we invested \$2.8 billion in critical network capabilities, the backbone of Canada’s digital economy. Canadians enjoy some of the most advanced networks in the world and we are making substantial investments to ensure we serve generations to come. As we select suppliers to work with, they must sign our Supplier Code of Conduct and we regularly assess their performance. We work with a group of global telecom companies to audit common suppliers and share findings to better manage their governance practices.

We also continued to make meaningful investments to reduce our environmental footprint. We are working hard to deliver on our 2025 goal of



“Our people are at the heart of our success and our social responsibility.”

reducing greenhouse gas emissions by 25% and energy use by 10%, based on 2011 levels. We have refreshed our offices to make them more energy efficient, deployed new cooling systems at our data centres, and reduced our transportation fleet and network sites carbon footprint. Over the past

seven years, we have reduced our overall energy use relative to our revenue growth by 8%.

Overall, our people are at the heart of our success and our social responsibility. Committed, engaged teams are our foundation and the inner strength of our culture. In 2018, we surpassed global best-in-class employee engagement for the very first time in our history and we are stepping up our efforts to become a leader in inclusion and diversity. As part of our long-term journey, we have set new, elevated three-year targets for women in leadership, visible minorities, LGBTQ+, Indigenous peoples, and peoples with disabilities.

These are just a few highlights from 2018. I encourage you to read our report to find out more. Overall, I am incredibly proud of our team and their relentless efforts to connect Canadians to the possibilities and memorable moments that matter most in their lives.

My very best,



Joe Natale, President and CEO



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, 2018, on certain quantitative performance information disclosed in the 2018 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 Ombudsperson (number)
- Complaints resolved by Rogers Office of the Ombudsperson within 60 days (%)
- Complaints accepted by the Commissioner for Complaints for Telecom-Television Services (number)
- Devices collected and processed for reuse and recycling (number)
- Capital expenditures (\$)

Employees

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

Environment

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

Community

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

Economy & Society

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

Select GHG Indicators

- Scope 1 and 2 GHG emissions (tonnes CO₂e)

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

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).

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](#).

Management's responsibilities

Management is responsible for the preparation and presentation of the Selected CSR Indicators in accordance with Rogers' internal reporting guidelines and definitions for CSR reporting, and of the Selected GHG Indicators in accordance with the accounting requirements of the GHG Protocol, both current as at the date of our report. Management is also responsible for determining Rogers' objectives in respect of sustainability 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 Sustainability Reporting Standards Core Option. Information on management's approach to CSR reporting can be found in the section "About this Report" on page 3 of the Report.

Our responsibility and professional requirements

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. Both ISAE 3000 and ISO 14064-3 require that we plan and perform our procedures to obtain limited assurance about whether the Selected Indicators are presented fairly, in accordance with the applicable criteria, in all material respects. The firm applies International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care,

confidentiality and professional behavior.

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.

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.

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 precision of methods used for determining both qualitative and quantitative information. The absence of a significant body of established practice on which to draw allows for the selection of different but acceptable measurement techniques, which can result in materially different measurements and can impact comparability. The nature and methods

used to determine such information, as described in management's internally developed criteria, may change over time, and it is important to read Rogers' reporting methodology available in the Glossary of Terms online.

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, 2018, the Selected CSR Indicators, as described above and disclosed in the 2018 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, 2018, as identified above and disclosed in the 2018 Corporate Social Responsibility Report, have not been prepared and presented, in all material respects, in accordance with the accounting requirements of the World Resources Institute/World Business Council for Sustainable Development Greenhouse Gas Protocol, as at the date of our report.



Chartered Professional Accountants,
Licensed Public Accountants
August 13, 2019
Toronto, Canada



CSR at
Rogers

CSR at Rogers

Our approach to sustainability

We know we have a big role to play in sustainability in Canada to make more possible for Canadians. We are building technology to help bring wireless and broadband access to Canadians. This technology will not only connect Canadians, it will reshape the way businesses run, including making them more efficient and greener. Together, we look to positively contribute to our economy, society, and environment.

We defined social responsibility as one of our six strategic priorities; it is also one of our six company values. This priority includes investing in our communities to have a positive social impact, helping our environment, and being a strong contributor to the Canadian economy. Throughout this CSR Report, you will read about how our strategy affects our CSR programs and progress.

Our strategic priorities

The Company’s priorities focus on accelerating growth and building on our many strengths, including our unique mix of network and media assets. The priorities are about increasing our focus to deliver a best-in-class customer experience, grow the core business, and deliver industry-leading shareholder value.

Our strategic priorities and related material topics in this CSR Report are:

Strategic priority	Related material topics
Create best-in-class customer experiences by putting our customers first in everything we do	<ul style="list-style-type: none"> • Customer service and transparency • Product responsibility • Privacy and information security
Invest in our networks and technology to deliver leading performance and reliability	<ul style="list-style-type: none"> • Network leadership and innovation
Deliver innovative solutions and compelling content that our customers will love	<ul style="list-style-type: none"> • Digital inclusion
Drive profitable growth in all the markets we serve	<ul style="list-style-type: none"> • Economic performance
Develop our people and a high performance culture	<ul style="list-style-type: none"> • Talent management • Inclusion and diversity • Safety and well-being
Be a strong, socially responsible leader in our communities across Canada	<ul style="list-style-type: none"> • Community investment • Procurement and supplier management • Digital inclusion • Energy use and climate change • Waste reduction

Purpose and values

Our purpose and our values are the glue that holds us together and are the foundation of our success. Our purpose is why we wake up every day and our values are the fundamental beliefs that guide us.

Our purpose

We connect Canadians to a world of possibilities and the memorable moments that matter most in their lives.

Our values

Our people are at the heart of our success.

Our customers come first, they inspire everything we do.

We do what's right, each and every day.

We believe in the power of new ideas.

We give back to our communities and protect our environment.

We work as one team, with one vision.

To learn more about our purpose and values, [please visit our video](#).

> CSR at Rogers

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

Stakeholder engagement

Our stakeholders are directly or indirectly affected by our business and our actions, such as our customer service, our tower locations, our employee programs, or our position on policy matters.

We have many channels for listening and communicating with our stakeholders. The topics we discuss depend on the interests of the

stakeholder and the information we look to gather about ourselves. We use this feedback to improve our business and sustainability performance. Throughout this CSR Report, you will learn about how we address these concerns. The following chart shows the ways we engaged with our stakeholders in 2018, and the topics that impact, or are of interest to, our stakeholders.

Stakeholder group	Ways we engaged in 2018	Key issues raised in 2018	Associated material topic
Customers	<ul style="list-style-type: none"> • Likelihood to recommend • Daily interactions via stores, call centres, live chat, social media, and community forums • Rogers Office of the Ombudsperson • Problem resolution process • Consumer outreach • Meetings with consumer advocacy groups 	Customer service	Customer service and transparency
		Clarity	Customer service and transparency
		Network reliability and investment	Network leadership and innovation
		Product innovation	Network leadership and innovation
		Product take-back	Product responsibility
		Accessibility, diversity	Product responsibility
		Privacy and data security	Privacy and information security
Employees	<ul style="list-style-type: none"> • Employee engagement survey • Team and one-on-one meetings • Development planning and performance reviews • Town halls • Intranet and executive videos • Yammer • Rogers STAR Hotline 	Training and development, internal mobility, career progression	Talent management
		Internal collaboration	Talent management
		Tools and training to help serve customers	Customer service and transparency Talent management
		Compensation and benefits	Talent management
		Workspace	Talent management
		Health and safety	Safety and well-being
		Inclusion	Inclusion and diversity
		Volunteerism	Community giving
		Opportunities to be socially and environmentally responsible	Community giving Energy use and climate change Waste reduction Paper

Continued from previous page

Stakeholder group	Ways we engaged in 2018	Key issues raised in 2018	Associated material topic
Environment groups	<ul style="list-style-type: none"> • Meetings with environmental consultants and groups • Employee participation and awareness • Memberships • Conferences and events 	Climate change mitigation strategies and results	Energy use and climate change
		Electronic and office waste management	Waste reduction
		Paper reduction	Waste reduction
		Water use	Waste reduction
Local communities and non-profits	<ul style="list-style-type: none"> • Partnerships and outreach • Sponsorships • Employee volunteerism • Memberships • Community consultations 	Community investment	Community giving
		Employee giving and volunteerism	Community giving
		Disaster relief	Community giving
		Media partnerships and support	Community giving
		Access to Internet	Digital inclusion
Suppliers	<ul style="list-style-type: none"> • Requests for Proposal, Requests for Information processes • Interactions with Rogers procurement team • Site visits to supplier factories and offices • Supplier surveys • Audits 	Supplier selection	Procurement and supplier management
		Ethical sourcing	Procurement and supplier management
Government, Non-governmental Organizations (NGOs), associations, and media	<ul style="list-style-type: none"> • Dialogue with government officials and regulators • Participation in Canadian Radio-television and Telecommunications Commission (CRTC) hearings and public consultations • Dialogue with NGOs • Industry association memberships • Conferences and forums • Media relations 	Consumer issues	Customer service and transparency
		Governance, business ethics, regulatory compliance	Governance and ethics
		Economic impacts and contributions	Economic performance
		Social and health impacts of our products	Product responsibility
		Accessibility	Product responsibility
		Access to broadband	Digital inclusion
Shareholders and investors	<ul style="list-style-type: none"> • Investor calls and events • Meetings/feedback sessions with investor groups • Surveys, consultations 	Return on investment	Economic performance
		Long-term, sustainable growth	Economic performance
		Sound corporate governance	Governance and ethics
		CSR management and reporting	Governance and ethics

Our material topics

Our materiality assessment is in line with GRI's standards, which allows us to identify, prioritize, and validate our material topics. The process included an internal review of existing material topics, conducting meetings with informed stakeholders in the CSR community, reviewing research by ratings agencies and investor groups, media clippings, and other related research.

Below is our materiality process:

Identification

We compiled a list of relevant CSR material topics. To compile this list, we:

- collected feedback and ideas on existing and emerging topics from employees and internal data owners.

- reviewed external stakeholder feedback, including assessments and rankings from rating agencies.
- considered what is integral to a communications and media company operating in Canada, including risks and the competitive and regulatory environment.
- reviewed topics outlined in the GRI's framework.

Prioritization

- Data owners and our CSR Governance Committee ranked each potential topic as low, medium, or high impact, allowing us to prioritize the topics. We concluded on 14 material topics.
- Engagement with informed stakeholders confirmed that our material topics were relevant to us and our stakeholders.

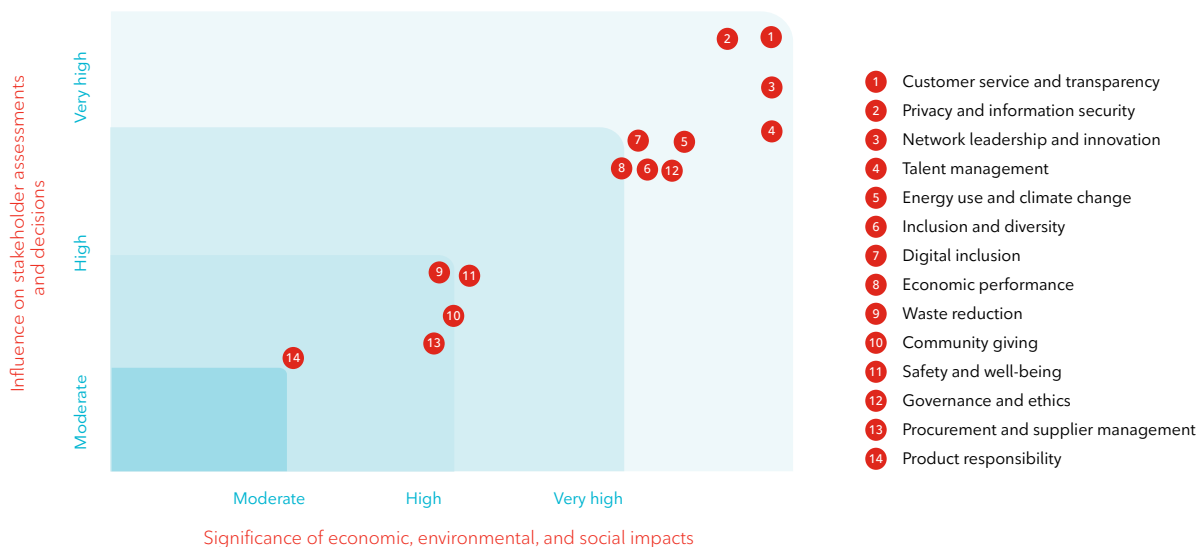
Validation

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

Review

- We will continue to review our material topics annually based on internal and external stakeholder feedback.

Material topics



Operating environment and boundary

The information and key performance indicators provided in this CSR Report are related to Rogers Communications Inc. and its subsidiaries. Rogers operates in Canada as a national wireless service provider, with television, Internet, and home phone service in areas of Ontario, New Brunswick, and Newfoundland. Our multimedia offerings include 55 radio stations, 24 TV stations and specialty channels, podcasts, digital and e-commerce websites, and sporting events. We also own the Toronto Blue Jays Baseball Club. Over 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 (Canada)* 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 those within our control, we measure them and provide at least one key performance indicator for each material topic.

We have also modified the method to which our 2019 environmental responsibility targets are

measured because we feel it is more appropriate, given the growth in our business. The following modifications have been made:

- Make improvements towards our 2025 targets in total energy use has been replaced with reduce total energy use per million dollars of revenue from 2018.
- Make improvements towards our 2025 targets in total GHG emission has been replaced with reduce total GHG emissions per million dollars of revenue from 2018.

We will continue to focus on our target to reduce both our GHG emissions and our energy use against a baseline from 2011 levels.

Below is a summary identifying where we believe our organization has impacts, either within Rogers or externally.

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
- Privacy and information security - Rogers, Suppliers, Customers

Employee experience:

- Talent management - Rogers
- Inclusion and diversity - Rogers, Suppliers
- Safety and well-being - Rogers, Suppliers

Environmental responsibility:

- Energy use and climate change - Rogers, Suppliers, Customers
- Waste reduction - Rogers, Suppliers, Customers

Community investment:

- Community giving - Rogers, Community
- Digital inclusion - Rogers, Suppliers, Customers

Economy and society:

- Economic performance - Rogers, Suppliers, Government, Community
- Procurement and supplier management - Rogers, Suppliers

Our progress and targets

Below is our progress compared to our targets and objectives. Discussions on our results occur throughout this CSR Report.

Symbol key
Goals and targets

✓✓ Exceeded
✓ Achieved
✗ Missed

ⓘ Independently
assured in 2018

Key performance indicator	2018 objective	2018 results	Achievement	2019 objectives
Good governance				
Percentage of employees trained in Rogers Business Conduct Policy	95%	98% [ⓘ]	✓✓	95%
Customer experience				
Percentage of complaints resolved by Rogers Office of the Ombudsperson within 60 days	100%	99% [ⓘ]	✗	95%
Complaints accepted by the Commission for Complaints for Telecom-Television Services (CCTS)	Fewer than last year (2017 - 1,641)	2,258 [ⓘ]	✗	Reduce our complaints from 2018
Well-founded privacy complaints with the federal Office of the Privacy Commissioner	None	1	✗	None
Employee experience				
Employee engagement score	Improve over previous year (79%)	82% [ⓘ]	✓	Improve over 2018
Participation rate in the employee engagement survey	75%	86% [ⓘ]	✓✓	75%
Voluntary turnover rate	10% improvement from last year (2017 - 15.6%)	13.6% [ⓘ] (13% reduction from 2017)	✓✓	10% improvement from 2018
Percentage of employees who are women	Close gap to Labour Market Availability (LMA) by 1.0 points (2017 - 38.4%, LMA is 47.0%)	38.0% [ⓘ]	✗	Close gap to LMA
Percentage of employees who are women (Senior managers)	Close gap to LMA by 1.0 points (2017 - 26.5%, LMA is 27.6%)	27.5% [ⓘ]	✓	Make improvements towards our 2022 target of 35%
Percentage of employees who are visible minorities	Meet or exceed LMA (2017 - 34.6%, LMA is 25.2%)	35.4% [ⓘ]	✓	Meet or exceed LMA
Percentage of employees who are visible minorities (Senior managers)	Meet or exceed LMA (2017 - 13.5%, LMA is 10.1%)	15.8% [ⓘ]	✓	Make improvements towards our 2022 target of 20%
Percentage of employees who are Indigenous peoples	Close gap to LMA by 0.1 points (2017 - 0.9%, LMA is 1.7%)	0.9% [ⓘ]	✗	Make improvements towards our 2022 target of 1.5%
Percentage of employees who are persons with disabilities	Close gap to LMA by 0.1 points (2017 - 2.2%, LMA is 9.1%)	2.3% [ⓘ]	✓	Make improvements towards our 2022 target of 3%
Environmental responsibility				
Energy use	Make improvements towards our 2025 targets	4,256,612 GJ [ⓘ] (up 4% from 2017)	✗	Reduce total energy use per million dollars of revenue from 2018
Scope 1 and 2 greenhouse gas emissions	Make improvements towards our 2025 targets	166,335 tonnes of CO ₂ e (up 7% from 2017)	✗	Reduce GHG emissions per million dollars of revenue from 2018
Customers who receive electronic bills	75%	68% [ⓘ]	✗	75%
Community investment				
Percentage of pre-tax profits donated to charities and non-profit organizations	1%	2% [ⓘ]	✓✓	1%
Employees who volunteered through Rogers Employee Volunteer Program	3,750	3,679 [ⓘ]	✗	3,750
New subscribers for Connected for Success	4,000 additional subscribers	5,212	✓✓	4,000 additional subscribers
Economy and society				
Percentage of competitive bid processes where the supplier agreed to our Supplier Code of Conduct and Business Conduct Guidelines	100%	100%	✓	100%

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

Key performance indicator	Target	Where we are	Year to meet target
Energy use	Reduce energy use by 10% by 2025, based on 2011 levels	13% 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	16% reduction from 2011	2025



Good
governance

Good governance

Rogers is a family-founded and controlled company and we take pride in our proactive, disciplined approach to help ensure that our governance structure and practices instill confidence in our stakeholders.



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

Highlights from 2018

98%

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

33%

women on our Board of Directors

26

assured **Key Performance Indicators (KPIs)** for this CSR 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 in order to maintain the trust of our stakeholders.

Management approach

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

The Rogers Business Conduct Policy outlines how we act as a company and the Rogers STAR Hotline helps alert management of any potential unethical and/or corrupt behaviour.

Rogers Board of Directors has a Corporate Governance Committee, which continually reviews its governance practices and benchmarks them against acknowledged leaders and best practices. The majority of our directors are independent.

CSR at Rogers

› Good governance

Customer experience

Employee experience

Environmental responsibility

Community investment

Economy and society

Our performance trends	2018	2017	2016	2015
Female representation on the Board of Directors	33%	31%	33%	27%
Percentage of employees trained on Rogers Business Conduct Policy	98%^o	98%	96%	96%
Contributions to political parties	\$10,000^o	\$91,150	\$91,239	\$129,580
Number of material KPIs independently assured for this CSR Report	26	27	27	27

^o Independently assured in 2018.

Corporate governance and conduct

In 2018, 98%^o of our employees completed the Rogers Business Conduct Policy training, including 100% of our executives, our Board of Directors, 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.

We update our Rogers Business Conduct Policy training annually to keep up with current issues. We also use plain language to ensure that our people understand their commitments as an employee.

Rogers is committed to diversity and inclusion at all levels of the Company, including at the Board level. Our Board has a formal gender diversity policy to reaffirm its commitment to diversity and to ensure that it is meeting one of its objectives for strong female representation on the Board. As at December 31, 2018, we had 33% female representation on the Board. We are a member of 30% Club Canada, which asks members to achieve the goal of at least 30% female representation on their Board of Directors.

Political donations and lobbying

In 2018, Rogers contributed \$10,000^o to political parties,

campaigns, and candidates in Canada, where permitted. The decrease from prior years is due to changes in regulations regarding corporate donations to political parties in Ontario and British Columbia. We do not make political contributions outside of Canada. Further details on our contributions are available on each province and municipality's elections agency website.

Our Government Relations team and our Chief Legal and Regulatory Officer manage our municipal, provincial, and federal lobbying activities and interactions with policymakers, governments, and regulators. Our municipal and provincial lobbying activities are reported as per the jurisdictional guidelines. All of our federal lobbying activities are reported monthly with the Office of the Commissioner of Lobbying of Canada.

Some of the key topics on which we engaged in 2018 related to piracy and copyright. The majority of our interactions take place with two groups that regulate our activities: i) the CRTC under the *Broadcasting Act (Canada)* and the *Telecommunications Act (Canada)*; and ii) ISED Canada. The "Regulation In Our Industry" section of our 2018 Annual Report provides a detailed discussion of government regulation and regulatory developments that affected Rogers last year.

- CSR at Rogers
- > **Good governance**
- Customer experience
- Employee experience
- Environmental responsibility
- Community investment
- Economy and society



Anti-corruption and whistleblowing

Our Rogers Business Conduct Policy and related annual training educates employees on what is considered unethical or corrupt behaviour, including fraud, theft, privacy breaches, unethical practices, or any other inappropriate behaviours. Employees are encouraged to bring forward any violation or suspected violation of applicable laws or regulations or concerns about potential unethical and/or financial misconduct regarding the Company's accounting practices, financial controls, or the safeguarding of its assets through their managers or the Rogers STAR Hotline. Rogers STAR Hotline 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 as needed.

Risk governance and management

The Board has overall responsibility for risk governance and oversees management in identifying the key risks we face in our business and in implementing appropriate risk assessment processes to manage these risks. The Audit and Risk Committee of the Board discusses key risk policies with management and the Board and assists the Board in overseeing our compliance with legal and regulatory requirements.

Our Enterprise Risk Management (ERM) program uses the "3 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,

who help management identify the top risks to meeting our business objectives, evaluate our risk appetite, identify emerging risks, and provide advice in managing risks. 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 affecting our business

There are risks and uncertainties that could have a material adverse effect on our business and financial results. The "Risks and Uncertainties Affecting Our Business" section of our [2018 Annual Report](#) provides a detailed discussion of the risks that affected Rogers in 2018.

Management oversight of CSR

Our CSR Governance Committee oversees CSR activities, sets and approves sustainability targets, and approves the CSR Report. The Committee met once in 2018, and the CSR team continued to liaise with the committee members throughout the year on an individual basis. The CSR Governance Committee approved our 26 assured KPIs and worked with senior leaders and our Disclosure Committee on the approval of our CSR Report. We believe the assured KPIs are the most meaningful KPIs for monitoring our progress. We will continue to 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 Human Resources 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

> Good governance

Customer experience

Employee experience

Environmental responsibility

Community investment

Economy and society



Customer
experience

Customer experience

We connect Canadians to a world of possibilities and the memorable moments that matter most in their lives.



Highlights from 2018

Our customers are at the centre of everything we do.

10 basis point
postpaid churn improvement

\$2,790 million in capital expenditures

Customer service and transparency

Why it's material

Customers expect the very best and view us based on global standards set by companies across a variety of sectors. Customers want their service to be easy and frictionless. They want their products to be affordable and reliable.

Management approach

Our CEO and Executive Leadership Team are dedicated to putting our customers first in everything we do. We focus on making continuous improvements to make things clear, simple, and fair for our customers.

We share our improvements with our team members every week, profiling a unique customer story so that our people can hear the voice of our customer, whether they directly serve our customers or support our team members, who serve our customers.

We track customer experience through a number of metrics, including subscriber churn and Likelihood to Recommend (LTR). Our customer metrics are aligned to our compensation and account for 50% of our bonus program. Our customer-facing teams report to our President, Wireless, our President, Residential, and our President, Rogers for Business, who report to our CEO.

CSR at Rogers

Good governance

> Customer experience

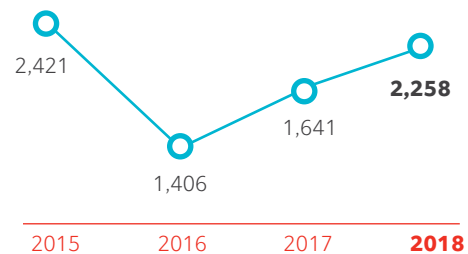
Employee experience

Environmental responsibility

Community investment

Economy and society

Complaints accepted by the CCTS



Our performance trends

	2018	2017	2016	2015
Customer retention - Wireless monthly churn rate (postpaid)	1.10% [Ⓞ]	1.20%	1.23%	1.27%
Customer retention - Wireless monthly churn rate (prepaid)	4.38% [Ⓞ]	3.48%	3.32%	3.45%
Complaints reported to Rogers Office of the Ombudsperson	3,616 [Ⓞ]	3,542	4,132	3,627
Percentage of complaints resolved by Rogers Office of the Ombudsperson within 60 days	99% [Ⓞ]	99%	99%	90%
Complaints accepted by the Commission for Complaints for Telecom-Television Services (CCTS) ¹	2,258 [Ⓞ]	1,641	1,406	2,421

¹ Complaints measured from August 1 2014 to July 31 2015 include Fido and Rogers complaints; 2016 and 2017 include Rogers, Fido, Mobilicity, and Chatr complaints; 2018 includes Rogers, Fido, and Chatr complaints.

[Ⓞ] Independently assured in 2018.

Our customer service performance

In 2018, we continued on our journey to be a world-class operator with great customer service, with some positive results and some areas where we need to improve:

- We made significant improvements in serving our customer base, lowering postpaid monthly churn by ten basis points to 1.10%[Ⓞ].
- Our prepaid monthly churn rate grew by 90 basis points.
- Customer complaints as reported to the CCTS grew by 38%.
- Complaints to the Office of the Ombudsperson grew by 2%, with 99%[Ⓞ] of complaints being resolved within 60 days.

Complaints reported to the CCTS increased industry-wide in 2018. Although our number of complaints rose, our share of total complaints to the CCTS decreased by 1.6 percentage points for Rogers and 0.4 percentage points for Fido. The most common complaints reported to the CCTS related to charges, terms, and intermittent service.

2018 was the first year we introduced LTR to understand how likely our customers are to recommend Rogers brands to their friends and family. We also launched Own the Experience, a new metric to understand how customers felt about their most recent experience.

CSR at Rogers

Good governance

> Customer experience

Employee experience

Environmental responsibility

Community investment

Economy and society



Key enhancements to our service

Across all of our efforts last year, we placed significant focus on creating a seamless experience that you would expect to find in the world's best companies.

We made key enhancements to our service in 2018, including:

- hired 1,000 additional frontline employees across all departments, so our customers can reach an agent more quickly and get the support they need.
- developed a Proactive Network Maintenance program aimed at identifying issues that could become customer impacting, in order to avoid the need for customers to call in for support and a service truck roll. As part of this program, we addressed

5,074 cable nodes, which resulted in more than 50,000 fewer truck rolls.

- improved the process of applying offers to bills, so that our customers see their offers reflected on the very first bill for a more seamless billing experience.
- decreased the average time it takes for our customers to receive their bills by three days.
- started to proactively communicate to our customers, within 30 minutes of a major outage, to keep them informed of the issue and let them know we are working to address it. By the end of 2018, over 540,000 customers were sent 1.3 million proactive notifications to alert them of outages and set expectations.

Network leadership and innovation

Why it's material

Our network is the lifeblood of our business and is instrumental in helping Canada achieve its innovation agenda and ensuring Canadians can participate in the digital world. We are on the cusp of an innovation shift and the launch of 5G will change the way people work, connect, and innovate.

Management approach

Rogers is currently working on a multi-year program to bring 5G to Canadians. We have been focusing on making significant investments in spectrum to support the launch of a 5G-capable network and the rapidly growing usage of wireless data services. We have also focused on building capacity in regions across Canada, so that we can all benefit from this next wave of innovation. Our Network teams are led by our Chief Technology and Information Officer, who reports directly to our CEO.

CSR at Rogers

Good governance

> Customer experience

Employee experience

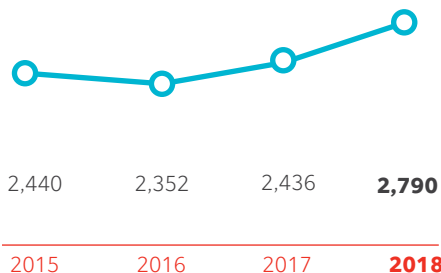
Environmental responsibility

Community investment

Economy and society

Capital expenditures

(In millions of dollars)



Our performance trends

Capital expenditures (in millions of dollars)

2018 2017 2016 2015

2,790^o 2,436 2,352 2,440

Approximate percentage of Canadian population covered by Rogers LTE network

96% 96% 95% 93%

^o Independently assured in 2018.

In 2018, we invested \$2,790 million^o in capital expenditures, a 15% increase from 2017. The increase in capital expenditures was primarily in Wireless this year and was a result of investments made to upgrade our wireless network to continue delivering reliable performance for our customers. We have continued augmenting our existing LTE network with 4.5G technology investments that are also 5G-ready.

Throughout the year, we focused on improving our network in communities across Canada, in addition to enhancing and testing our network to be ready for 5G.

Some of the key highlights include:

- signed strategic agreements with partners and municipalities to support our 5G plans, which will allow us to deploy thousands of small cells in Canada's largest cities.
- worked with our 5G partner, Ericsson, to densify our network with small and macro cell sites and upgrade our 4.5G network with the latest technology.
- entered into a multi-year agreement with the University of British Columbia (UBC) to build a real-world 5G hub on the UBC campus that will be a testbed and blueprint for 5G innovation in Canada.

- upgraded and enhanced our network in regions across the country, including British Columbia, Alberta, Saskatchewan, Manitoba, and Ontario.
- announced plans to launch an LTE-M network to help businesses connect and track their assets in real time using solutions such as logistics tracking, alarm monitoring, and smart metering. LTE-M will connect fixed and mobile low-power Internet of Things (IoT) devices to carry information over long distances, with longer battery life, and better network coverage in hard to reach areas, making IoT solutions more accessible for Canadian businesses.
- continued upgrading our hybrid fibre-coaxial infrastructure with additional fibre deployments and further DOCSIS technology enhancements to help deliver more bandwidth and an even more reliable customer experience.

In 2018, Rogers received the 2018 Speedtest Award for Canada's Fastest Internet by Ookla®, a global leader in fixed broadband and mobile network testing. This recognition shows that our investments are having a positive impact in connecting our customers.

CSR at Rogers

Good governance

> Customer experience

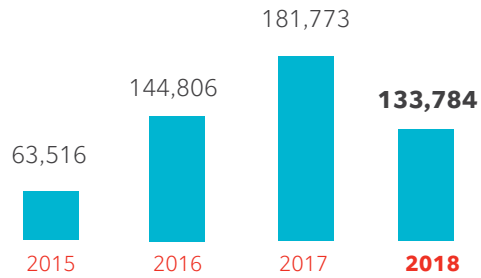
Employee experience

Environmental responsibility

Community investment

Economy and society

Devices collected and processed for reuse and recycling



Product responsibility

Why it's material

Our products need to uphold our promise to our customers and to reflect the society we live in. They need to be accessible to all and have minimal impact on the environment.

Management approach

We comply with all relevant safety regulations and codes, we have programs and teams to manage and advise on our accessibility offerings, and we operate stewardship programs to manage the proper disposal and recycling of our used products. Through our Media

division, we strive to reflect diverse communities and have policies and standards in place to guide us in producing accurate and fair news on all platforms. Given our diverse product offerings, product responsibility is managed across our company. Accessible products and services and product take-back are overseen by our Legal and Regulatory team, working together with our Wireless and Residential teams, while topics such as editorial independence are managed by our Media business unit.

Product take-back

Our performance trends	2018	2017	2016	2015
Devices collected and processed for reuse and recycling	133,784 [◦]	181,773	144,806	63,516

[◦] Independently assured in 2018.

In 2018, we collected and processed 133,784[◦] wireless devices for reuse and recycling, a 26% decrease from 2017. We believe this decrease is due to the multiple ways customers can now recycle their device - whether through their municipality or other retailers. In addition, we collected 339,287 kg of cable products for refurbishment or recycling.

We collect used devices and accessories through both the Rogers Trade-Up and FidoTrade programs, which offer customers credit towards a new phone.

CSR at Rogers

Good governance

> Customer experience

Employee experience

Environmental responsibility

Community investment

Economy and society

For more information on current offerings, please visit the Accessibility Services section of our website.

Accessibility

We aim to make our products and services inclusive and accessible for our customers. We meet with accessibility advocacy groups to learn about the needs and concerns of the community, in addition to consulting internally with employees who have self-identified as having a disability.

Some of the specific initiatives we undertook in 2018 include:

- offered a flat-rate discount for Rogers and Fido wireless customers who are deaf or hearing-impaired.
- launched Ignite TV, which has accessibility features including a voice-activated remote control. We demonstrated these features to our partners at the Canadian National Institute for the Blind so that they can describe the offering to their constituents and promoted the feature on our Accessibility Services webpage.
- enhanced training for our customer support teams that support customers who identify with having a disability, which included learning the accessibility features of our Ignite TV product and sensitivity training.
- continued our internal accessibility ambassador program, composed of employees who self-identify as having accessibility needs, allowing members to try out our products and services and provide feedback on their usability. This valuable input helps us recommend the right devices to our customers with disabilities.

Product diversity

We are committed to reflecting the diverse fabric of our country. Across our communications business, we offer customer service and self-service through the Interactive Voice Response (IVR) system in French, English, Cantonese, and Mandarin. Self-service through our IVR system is a quick and easy way for customers to complete transactions on-the-go directly from their phones.

OMNI Television is Canada's largest multilingual and multicultural television broadcaster with a focused mandate to reflect the diversity of our audiences. OMNI Regional, a national specialty channel composed of four regional channels that are available on all digital basic television packages, delivers a wide range of locally produced and acquired programming in multiple languages, including daily national newscasts in Italian, Punjabi, Cantonese, and Mandarin, current affairs, and popular entertainment programming.

In early 2019, Sportsnet and the Aboriginal Peoples Television Network teamed up to present Rogers Hometown Hockey in Cree, the first-ever national broadcast of an official NHL game in Plains Cree.

CSR at Rogers

Good governance

> Customer experience

Employee experience

Environmental responsibility

Community investment

Economy and society

Privacy and information security

Why it's material

Protecting and securing our customer and employee data is more important than ever. The environment for cyber threats is becoming increasingly hostile and companies across all sectors need to be prepared.

Management approach

Our Privacy Policy outlines our responsibilities and practices regarding the protection of the personal information of our customers and employees. All employees must undertake privacy training. In addition, all employees receive annual Rogers

Business Conduct Policy training, which also highlights privacy responsibilities and practices. All employees should report suspected privacy breaches to the Rogers STAR Hotline.

Our Chief Privacy Officer oversees our compliance with our Privacy Policy and all applicable laws and responds to requests from law enforcement for customer data. Our VP, Information Security is responsible for our Information and Cyber Security teams and reports to our Chief Technology & Information Officer. Our Cyber Security team closely monitors emerging threats and continually introduces new controls to protect our customers.

Our performance trends	2018	2017	2016	2015
Well-founded privacy complaints with the federal Office of the Privacy Commissioner	1	-	2	-

We had one well-founded complaint with the Office of the Privacy Commissioner (OPC) in 2018 that was resolved. Effective November 1, 2018, all privacy breaches that have a “real risk of significant harm” for the affected individuals must be reported to those affected and the OPC.

We take the security and privacy of our customer

personal information seriously and we have safeguards and processes in place to help protect it and to minimize the risk of unauthorized access. When we become aware of a suspected breach of privacy, we follow a strict protocol to deal with the issue. This involves an internal investigation, assessment, and development and implementation of mitigation strategies to prevent the issues identified from happening in the future.

CSR at Rogers

Good governance

> Customer experience

Employee experience

Environmental responsibility

Community investment

Economy and society



We collaborate with suppliers, governments, and industry partners to help make our networks safe and secure. In addition, every device we sell meets Government of Canada standards and is certified for use in Canada.

To strengthen our Company against privacy breaches and to ensure we act swiftly and efficiently if a breach happens, we have taken several measures over the past year, including:

- developed a new tool to facilitate reporting and to ensure immediate action is taken.
- introduced mandatory Privacy and Canada's Anti-Spam Legislation training for all employees to teach employees about Canadian privacy and anti-spam laws relating to their roles at Rogers.
- raised awareness regarding privacy developments with employees, including running an internal

campaign on mandatory breach reporting and meeting with teams across the organization to let them know their responsibilities to our customers.

- reviewed and updated, where necessary, our customer-facing privacy notices in order to be more transparent in our privacy practices and in accordance with new guidelines issued by the OPC.

Rogers also participates in dialogue related to the privacy policy landscape. For example, in 2018, we joined a coalition of media organizations who sought to intervene in the Office of the Privacy Commissioner's Federal Court 'Right to Be Forgotten' reference case. This reference is seeking to determine the applicability of privacy law to search engines.

Transparency

Rogers is committed to informing customers through transparency reporting about how often government agencies and police forces request customer data and how often it is disclosed.

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.

For the last six years, we have voluntarily disclosed the number and types of requests we received by publishing an annual Transparency Report. For more information, please read our [2018 Transparency Report](#).

- CSR at Rogers
- Good governance
- > Customer experience
- Employee experience
- Environmental responsibility
- Community investment
- Economy and society



Employee
experience

Employee experience

Our team is at the heart of our success. We invest in our people and celebrate their diversity, while offering challenging and rewarding careers.

Highlights from 2018

82%
Employee
engagement score



Talent management

Why it's material

In Canada, there is increasing competition to attract and retain strong candidates for highly-skilled technology positions. Through continuous feedback from employee surveys and town halls, we have learned that investing in employee development programs continues to be a key driver in both engagement and personal career development.

Management approach

It is one of our six company priorities to “develop our people and a high performance culture”. We strive to be the destination for the current workforce and for the next generation. We aim to provide an inclusive and collaborative environment, where we develop our people, provide competitive compensation, and allow our people to feel like they are working towards a rewarding career. 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.

CSR at Rogers

Good governance

Customer experience

› Employee experience

Environmental responsibility

Community investment

Economy and society



Our performance trends	2018	2017	2016	2015
Total employees (approximate)	26,100	24,500	25,200	26,200
Employee salaries and benefits excluding payroll taxes (\$ in millions)	1,954	1,987	1,936	1,839
Employee engagement score	82%^o	79%	78%	76%
Participation in the employee engagement survey	86%^o	85%	81%	73%
Investment in training (\$ in millions)	43	51	59	57
Investment in training per employees (\$)	1,320	1,595	1,821	1,563
Voluntary turnover rate	13.6%^o	15.6%	14.1%	16.8%
Internal placement rate	36.9%	30.6%	31.9%	28.6%

^o Independently assured in 2018.

Employee engagement

Our annual company-wide employee engagement survey gives us a pulse check on how our people feel about us as an employer. In 2018, we continued our five-year trend of increasing our employee engagement rate. We achieved a score of 82%^o, up 3 points from 2017 and 6 points since 2015. Our participation rate was 86%^o, one point higher than the previous year. The engagement score is two points above our target of 80%, the best-in-class benchmark defined by IBM Kenexa, a leading consultant for employee engagement surveys. In addition, our employee engagement scores increased across all business units and all regions in Canada.

Our survey helped us understand where we moved the needle on employee experience and where we can focus our efforts to continue to improve. Key areas in which our scores increased in 2018 include leadership effectiveness, inclusion, and employees' engagement in our CSR programs. Based on our survey, we identified four key areas of improvement: rallying our team around our values, vision, and priorities; strengthening cross-functional collaboration; investing in personal growth and development; and making improvements in the employee experience for our frontline teams.

CSR at Rogers

Good governance

Customer experience

› Employee experience

Environmental responsibility

Community investment

Economy and society

Training and development

In 2018, we invested \$43 million in training and development, a 15% decrease compared to 2017. This is equivalent to \$1,320 per employee, a 17% decrease compared to 2017. Our training and development spend decreased as we made modest enhancements to programs that were developed and launched in previous years, as well as cost efficiencies.

We view our people's development as a mix of experiences, relationships, and formal training. Investing in development also aligns to our Company vision and values by building stronger teams and driving performance as a company. In 2018, we undertook certain initiatives and programs to develop employees, support them in their roles, and engage them in their career growth. Key initiatives included launching enhanced Career Development resources for all employees, such as new workshops and a brand new Development Hub; launch of a Frontline Team Manager Assessment to support our Frontline and People initiatives; and continued expansion of our core Leadership Development Programs. In 2018, a total of 215,052 trainings were successfully completed for our frontline, operational, and leadership programs, totaling 526,793 hours.

Employee retention and internal mobility

In 2018, voluntary turnover was 13.6%*, down 2 points from 2017. In addition, our internal talent mobility improved from 30.6% to 36.9%. These two numbers, combined with our employee engagement scores, demonstrate that the investments we are making in our development programs and our workplace are helping us attract and retain our talent across all lines of business.

Our turnover for hot skills teams in our digital and cybersecurity fields have also decreased year over year. We are helping our employees build skills to keep up with current trends in emerging technologies.

Total rewards

Total salaries and benefits, excluding payroll taxes, for full-time and part-time employees in 2018 were \$1,954 million. Our Total Rewards program rewards and recognizes 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, our share accumulation plan, a tax-free savings account, and a group RRSP. We also regularly host retirement planning sessions for our employees, along with quarterly webinars to promote our wealth accumulation programs.

Rogers Corporate Recognition Program, known as the Ted Rogers Awards, in honour of our founder, recognizes employees who have displayed outstanding commitment to customers, created new benchmarks for success, led innovative initiatives, made impactful differences within their communities, or became ambassadors through public service excellence. In 2018, 111 individuals and 31 teams (which includes 1,270 team members) were recognized as winners of the Ted Rogers Awards.

CSR at Rogers

Good governance

Customer experience

› Employee experience

Environmental responsibility

Community investment

Economy and society



Inclusion and diversity

Why it's material

It is important to us to reflect the diversity of our country and to bring diversity of thought to our decision-making. Inclusion extends beyond just our employee practices – inclusion is in how we build our relationships with our customers, communities, and audiences. In addition, we believe that people are most engaged and productive when they can bring their whole selves to work.

Management approach

We embed inclusion and diversity in our company values, from how we innovate to how we serve our customers. We work continuously to promote and drive inclusiveness through awareness activities and educational programming.

Our Inclusion & Diversity Council (Council), composed of leaders across the business and chaired by the SVP, Enterprise Marketing, oversees the execution of our Inclusion & Diversity strategy and leads our effort to foster and maintain an inclusive culture. Our strategy includes five focus groups: women in Leadership, Visible Minorities, Persons with Disabilities, Indigenous

Peoples, and LGBTQ2+. Teams of employees representing these groups, and their allies, come together as Employee Resource Groups to deliver educational events, skill-building opportunities, and various community sponsorships.

We are proud to report that feelings of inclusion are on the rise for the fourth year in a row, meeting the benchmark goal of 82%. Our long-standing commitment to inclusion and diversity is reinforced in organizational strategies, policies, systems, and practices.

Our goals are to increase representation at the executive level for Women and Visible Minorities and increase representation overall for Persons with Disabilities, LGBTQ2+, and Indigenous Peoples. We evaluate our Inclusion & Diversity approach in various ways, including:

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

CSR at Rogers

Good governance

Customer experience

› **Employee experience**

Environmental responsibility

Community investment

Economy and society



Our performance trends			2018	2017	2016	2015
Group	Position	Labour market availability ¹	Representation at Rogers			
Women	Senior managers ²	27.6%	27.5% [⚡]	26.5%	30.1%	27.9%
	Overall	48.4%	38.0% [⚡]	38.4%	38.4%	39.2%
Visible minorities	Senior managers ²	11.5%	15.8% [⚡]	13.5%	13.4%	13.4%
	Overall	29.6%	35.4% [⚡]	34.6%	32.6%	31.8%
Indigenous peoples	Senior managers ²	3.2%	0.0% [⚡]	0.0%	0.0%	0.0%
	Overall	2.0%	0.9% [⚡]	0.9%	0.8%	0.9%
Persons with disabilities	Senior managers ² and Middle and Other Managers	5.0%	1.6% [⚡]	1.8%	1.3%	0.9%
	Overall	9.1%	2.3% [⚡]	2.2%	1.6%	1.1%

¹ Labour market availability based on 2016 census data and refers to federally regulated employees.

² Please refer to Glossary of Terms for definition of Senior managers. [⚡]Independently assured in 2018.

In 2018, we continued our efforts to recruit diverse candidates and foster an inclusive culture at Rogers.

Our 2018 representation indicators across federally regulated employees include:

- reaching 27.5% women in senior management positions, an increase of one percentage point from the previous year.
- increasing our percentage of Visible Minority employees in senior management positions to 15.8%, up from 13.5% in 2017, and achieving 35.4% overall, which is well above labour market availability.

- retaining our percentage of Indigenous Peoples employees at 0.9%.
- a 0.2 percentage point decrease in Persons with Disabilities in management positions, as well as a 0.1 percentage point increase in employees with disabilities overall.

In addition, the Inclusion Index within our employee engagement survey rose for the fourth year in a row, up four points from 2017 and three points above our target. Our engagement scores across designated groups also increased by three to six percentage points, depending on the group.

CSR at Rogers

Good governance

Customer experience

› Employee experience

Environmental responsibility

Community investment

Economy and society

Key initiatives

In 2018, we reviewed our Inclusion & Diversity strategy to determine what drives inclusion and what could be causing barriers to achieving our overall goals. One of the primary areas we identified as an opportunity was to bring awareness to our leaders and employees on the concept of unconscious bias. We developed training for more than 500 Executives, Directors, and people leaders on recognizing unconscious bias and the effects this bias has on their work.

Other key initiatives to promote and drive inclusion at Rogers in 2018 included:

- launching Accelerated Development Program to enable women at the Director level to thrive in current and future roles.
- launching a Phased Return to Work program to provide new parents support and resources to ensure

a comfortable transition back to work.

- hosting our annual Rogers Inclusion Film Festival where we showcased videos that explored themes related to indigenous history.
- expanding our Pride celebrations across the country and conducted targeted recruitment for people from the LGBTQ+ community.
- launching a Rogers Women of Colour Committee.
- hosting 24 career development events through Rogers Women’s Network to develop a diverse pipeline of talent.
- partnering with Microsoft on accessibility features to equip people to succeed in their roles.
- continuing partnerships with organizations such as Lime Connect on recruitment initiatives for Persons with Disabilities.

Safety and well-being

Why it’s material

As a large employer and retailer, it is vital that we have programs in place to protect the health, safety, and well-being of our employees, contractors, visitors, customers, and volunteers. Keeping people free from harm is fundamental to our values as a family company. Our integrated approach recognizes that our employees are whole people who use one body and one mind at home, at work, and in the rest of their lives.

Management approach

Rogers takes an integrated approach to well-being, focusing on holistic support of safety and mental, physical, and financial well-being. In 2018, we launched our new safety and well-being brand, “Thrive”, which signaled this shift to employees and acts as an umbrella under which individual and integrated support can be accessed. Our Health and Safety Policy and Healthy Workplace Policy outline our commitment to safety and well-being.



Our Policy Health and Safety Executive Council, including senior executives from across the organization, oversees our strategy, programs, and performance. Our Health and Safety Committee provides guidance and input into national policy development.

Our Workplace Health & Safety Committees and Team Thrive volunteers partner with the Safety & Well-being team to deliver communications, tools, information, and resources to support our employees' safety and their mental, physical, and financial well-being at work and at home. We have 60 joint management-

worker Workplace Health & Safety Committees representing our larger sites, and Health and Safety Representatives for our smaller sites. These committees and representatives help address local safety concerns and opportunities and support the safe management of our facilities. The co-chairs of our safety committees are invited to an annual regional conference, where they can connect to the Safety & Well-being team and strategy, connect to one another, hear supportive messages from our leaders, and learn from external experts.

Our performance trends	2018	2017	2016	2015
Work-related injuries:				
• Lost-time incident rate (<i>hours per 200,000 hours worked</i>)	0.38 [Ⓢ]	0.36	0.32	0.40
• Fatalities	-	-	-	-
Number of Workplace Health & Safety Committees across Canada	60	60	65	66
Number of Thrive Ambassadors and Primes across Canada	171	106	88	80

[Ⓢ] Independently assured in 2018.

- CSR at Rogers
- Good governance
- Customer experience
- › **Employee experience**
- Environmental responsibility
- Community investment
- Economy and society



Performance

In 2018, our occupational lost-time incident rate was 0.38%, an increase of 0.02 points from last year. The main drivers of occupation-related absence at Rogers this year were slips, trips, or falls, workplace violence-related incidents, and contact or struck injuries. We focused on reducing ergonomic injuries and falls from ladders, which resulted in significant decreases in these types of incidents in 2018. We will continue to apply focus to our top-reported incident types and to our most significant hazards, including implementation of a new Electrical Awareness policy. To help identify and assess our risks, we conducted 59 safety compliance audits that focused on top hazards, including work at heights, work in confined spaces, and occupant safety.

Key initiatives

In 2018, we continued to expand our mental health strategy, with the aim of helping to reduce the stigma surrounding discussing mental health challenges. We want our employees to feel comfortable to help themselves and one another, and we want to increase awareness of the resources available at Rogers. Some of our initiatives included rolling out our mental health training for our people managers and Human Resources Business Partners and piloting a Peer Support Program in one of our call centres that offers peer-provided help for employees to cope and recover from various adverse events. We also hosted multiple national events for our employees, which included webcast chats with hockey legends sharing their journeys and challenges, lobby launches, intranet articles, and online “Ask Me Anything” sessions.

In addition to the initiatives described in this report, we undertook the following program enhancements:

- launched training, resource guides, and tools to help call centre Team Managers assess workstation setup and coach their team to adjust their workstations for improved comfort.
- employees who hired contractors completed a self-assessment against our Contractor Safety Policy and implemented corrective action plans to close any gaps.
- fully implemented a contractor validation program, in which our contractors’ practices are checked against their responses to our pre-qualification questionnaire and our expectations.
- mapped our safety, mental, physical, and financial well-being support on an Employee Life Stages map, highlighting resources available across the well-being continuum. The map was adapted to form the framework for the Thrive Hub, an access portal for employees to identify available well-being support and information.
- drove operational safety improvements in several areas, including ladder safety, self-rescue at heights, mobile tools for pre-job inspections, outdoor winter walking, and rooftop safety.

CSR at Rogers

Good governance

Customer experience

› Employee experience

Environmental responsibility

Community investment

Economy and society



Environmental
responsibility

Environmental responsibility

We are committed to embedding environmental stewardship across our business activities. We manage our environmental risk through policies, programs, and targets aimed at reducing our environmental footprint, particularly around the priority areas of energy and associated greenhouse gas (GHG) emissions and waste.

Highlights from 2018

5% reduction in water use

15% reduction in internal office use paper

Managing our environmental impacts

Our environmental strategy is to reduce our environmental footprint, manage our environmental risks, and promote environmental awareness and engagement internally. Our Environmental Policy outlines our environmental standards and management approach. In order to meet our goals, we focus on the areas where we have the greatest impact - primarily energy use, the associated GHG emissions, and waste. Our Environmental Management System (EMS) guides environmental

activities across our organization and includes training and procedures on a wide range of topics to manage our environmental compliance and programs.

Our environmental governance structure, composed of cross-functional senior representatives across Rogers, manages our activities and helps us prioritize efforts throughout the year. Progress and escalated approvals are cascaded to our VP, Corporate Real Estate, who leads the team.

CSR at Rogers

Good governance

Customer experience

Employee experience

› **Environmental responsibility**

Community investment

Economy and society

Energy Use and Climate Change

Why it's material

Climate change is important to all of our stakeholders. The demand for faster Internet speeds and the expansion and enhancement of our wireless network requires energy and continues to be a growing challenge and cost to our business.

Management approach

We are committed to managing our energy use and associated GHG emissions. We continue to invest in programs that reduce GHG emissions, particularly as they relate to energy use. We evaluate and prioritize the initiatives that have the greatest impact and return on investment, with focus on energy use, fleet management, and waste. We also monitor international agreements, such as the Paris Agreement, and pending Canadian federal and provincial legislation to inform our programs.

We evaluate our performance through the annual measurement of our GHG emissions and energy use. This allows us to quantify our GHG emissions across our operations, analyze trends, and evaluate the efficacy of our emission reduction initiatives. We follow the Greenhouse Gas Protocol methodology and emission factors applied are based on the latest Canadian National Inventory Report.

We have targets to reduce both our GHG emissions and our energy use against a baseline from 2011 levels. By 2025, we aim to reduce Scope 1 and Scope 2 GHG emissions by 25% and energy use by 10%, based on 2011 levels. As at December 31, 2018, we have achieved a 16% reduction in GHG emissions, 9 percentage points away from our target, while energy use has increased by 13%.

CSR at Rogers

Good governance

Customer experience

Employee experience

› **Environmental responsibility**

Community investment

Economy and society

Greenhouse gas emissions

Our performance trends (in tonnes of CO ₂ e)	2018	2017	2016	2015
Scope 1 (e.g., stationary combustion, mobile fuel, fugitive emissions)	34,395	31,297	32,132	33,558
Scope 2 (electricity purchases)	131,940	124,279	131,792	136,729
Total Scope 1 & 2	166,335^o	155,576	163,924	170,287
Scope 3 (e.g., business travel, paper use, employee commuting, office waste)	69,166	72,111	75,136	77,693
Total GHG emissions	235,501	227,687	239,060	247,980
Total GHG emissions per million dollars of revenue	16	16	17	18

^o Independently assured in 2018.

Energy use

Our performance trends (in GJ except for "Total energy use per million dollars of revenue")	2018	2017	2016	2015
Direct energy use	550,168	543,911	558,416	583,285
Indirect energy use	3,706,444	3,539,376	3,661,140	3,792,486
Total energy use ¹	4,256,612^o	4,083,288	4,219,556	4,375,771
Total energy use per million dollars of revenue (GJ / \$ million of revenue)	282	289	308	326

¹ Approximately 67% of our energy calculations are from actual data, with the remaining based on estimations using industry-accepted standards.

^o Independently assured in 2018.

CSR at Rogers

Good governance

Customer experience

Employee experience

> **Environmental responsibility**

Community investment

Economy and society



Greenhouse gas emissions performance

In 2018, we had 235,501 tonnes of CO₂e in total GHG emissions, an increase of 3% from 2017. Our Scope 1 and 2 emissions increased by 7%, due to the increase in energy use as a result of business growth. Our Scope 3 emissions were 69,166 tonnes of CO₂e, a 4% reduction from 2017. The Scope 3 reduction was a result of continued lower paper use.

To account for business growth, we report on intensity-based performance (GHG emissions per millions in revenue). In 2018, our GHG emissions intensity was 16 tonnes of CO₂e per million dollars of revenue, on par with 2017.

Included in our annual GHG and energy use assessment are our buildings and retail stores, cell transmission sites, power supply stations, data centres, fleet, employee travel and commuting, and the operations of the Toronto Blue Jays and Rogers Centre. Our buildings, including offices, retail stores, and the Rogers Centre, composed the largest portion of our total emissions (34%), followed by transmission sites (26%), employee commuting (20%), and our company vehicle fleet (6%).

Energy performance

In 2018, our total energy use was 4,256,612 GJ*, a 4% increase from 2017. To account for our business growth, our company-wide energy use was 282 GJ per million dollars of revenue, a 2% decrease from 2017.

Relative to our 2025 energy use targets, our use has increased by 13% from 2011 levels. This is due to the growth of our business over the last seven years, increasing from \$12 billion of revenue in 2011 to more than \$15 billion in revenue in 2018. When normalized for revenue, the overall energy use decrease is 8% from 2011.

Reduction initiatives

We focus on areas where we have the highest use and where we can have the greatest impact, including our wireless and cable networks, data centres, and our office buildings.

Programs undertaken in 2018 include:

- completing lighting upgrades at 16 of our buildings, data centres, and Rogers Centre, as well as installing dimming and lighting control technologies.
- deploying cooling optimization strategies across our data centres and cable headends, which help us reduce energy and costs and improve our data centres' power usage effectiveness.
- decommissioning equipment for better energy performance and space utilization at our cable headends.
- installing 50 high-efficiency portable natural gas generator units for use at our network cell sites, which are smaller and use less energy in the event that back-up power is needed.

CSR at Rogers

Good governance

Customer experience

Employee experience

› Environmental responsibility

Community investment

Economy and society



- continuing to replace the vehicles in our fleet with ones that are smaller with more efficient powertrains. Since 2010, 659 vehicles have been replaced, reducing our fuel consumption by 2.5 million litres and reducing our GHG emissions by 5,000 tonnes.
- installing four electric vehicle charging stations at our office in Brampton, Ontario to promote greener options for employee commuting.
- hosting 950,000 video- and audio-enabled conferences, up from 558,000 in 2017, significantly reducing the need to travel.

Waste reduction

Why it's material

We generate waste in all aspects of our business operations and through the lifecycle of our products and services. The primary types of waste we produce are office waste and electronic waste. We have also been producing waste through a workplace transformation program to renovate our workspaces across the country. Waste reduction and avoidance is critical to improving on our operational efficiencies.

Management approach

We tackle our office waste by encouraging employees to use centralized sorting bins, with the aim of diverting at least 70% of waste.

In 2018, we worked to expand our data collection to ensure we have a complete picture of waste produced across our operations. We work with our national waste management vendors to measure and monitor our waste across our office and retail properties, and with our e-waste partners for the proper disposal of our telecom and IT-related products.

Waste is managed by our Corporate Real Estate team, while vendor management of our recycling and waste partners is overseen by our Procurement teams.

CSR at Rogers

Good governance

Customer experience

Employee experience

› **Environmental responsibility**

Community investment

Economy and society

Our performance trends (In metric tonnes, except percentages)	2018	2017	2016	2015
Total waste generated	8,891	8,112	8,615	9,428
Total waste recycled	5,195	5,029	5,039	5,877
Waste to landfill	3,696	3,083	3,576	3,551
Percentage of waste diverted from landfill	58%	62%	58%	62%

In 2018, we generated 8,891 tonnes of waste materials across our operations, an increase of 10% from 2017. Due to our increase in total waste, our waste diversion rate dropped four points, to 58%.

In 2018, the primary sources of waste were mixed office materials (80%), electronic materials (14%), paper shredding (2%), waste from our workplace transformation program (2%), and other miscellaneous waste (2%).

We continue to promote waste reduction and participation in our recycling programs across the Company. We place particular focus on moving toward digital programs and workplace technology, communicating waste separation best practices with employees, and fostering stronger collaboration with our waste vendors to ensure proper reporting and disposal of items.

Highlights from 2018 included:

- providing 169 new Get Up and Get Green sorting units, with a total of 955 units in our offices across the country, to help our people better sort their waste.
- diverting from landfill 97% of the waste produced as a result of our workplace transformation efforts, with most being recycled, reused, or donated to community organizations.
- recycling 22,470 litres of oil and 2,453 tires when our fleet underwent maintenance last year.
- recycling 185 tonnes of carpet and purchasing carpet made from 45% post-consumer materials.
- increasing the use of recyclable or biodegradable containers offered by our food vendors and encouraging our people to use reusable dishes and utensils. Our food suppliers also participate in food programs, which aim to recover nutritious, unsold food before it becomes waste and distribute it to community organizations.

CSR at Rogers

Good governance

Customer experience

Employee experience

› **Environmental responsibility**

Community investment

Economy and society

Paper usage

Our performance trends (In metric tonnes, except percentage of customers)	2018	2017	2016	2015
Total paper use	3,314	4,812	9,275	11,586
• Publishing	2,151	3,086	6,931	8,676
• Marketing and Communications	453	1,048	1,405	1,779
• Billing	648	679	737	865
• Internal Office Use	62	73	202	266
Percentage of customers who received electronic bills	68%[◊]	67%	68%	58%

◊ Independently assured in 2018.

In 2018, we reduced our total paper use by 32% from 2017, and by 71% from 2015. Our reductions across all areas include publishing (30%), marketing (57%), billing (5%), and internal use (15%). We achieved these reductions by providing more technology resources for employees, such as Skype for Business, that reduce the need for printing. The number of customers receiving electronic bills has increased to 68%[◊] from 67% in 2017,

helping reduce the amount of paper we use for billing. More than 99% of the paper we purchased was Forest Stewardship Council-certified, assuring our stakeholders that our paper was developed under strict conditions to ensure the protection of high-conservation-value forests, waterways, and wildlife habitats and species.

Water management

Our performance trends (In cubic metres)	2018	2017	2016	2015
Total water use	265,640	279,147	320,507	314,756

CSR at Rogers

Good governance

Customer experience

Employee experience

› **Environmental responsibility**

Community investment

Economy and society



Rogers primarily uses water for employee needs, such as washrooms and kitchens on our premises. In 2018, we used 265,640 cubic metres of water, a 5% decrease from 2017 and a 16% decrease from 2015. We believe that protecting the world’s limited fresh water supply through conservation efforts is essential to sustaining our ecosystem and we continue to implement initiatives to help us reduce water usage. For example, we installed high-efficiency water fixtures and appliances in our buildings as well as water-efficient landscaping.

Spills and releases

Through our EMS, we adhere to all applicable federal, provincial, and municipal environmental protection legislation and regulation. Our EMS outlines how we mitigate our risk of spills and releases and how we manage them when they happen.

In 2018, we installed a new Hazardous Material Information System – a data management tool to make our environmental compliance governance for all project

and maintenance work at Rogers more effective. We also decommissioned 23 heating, ventilation, and air conditioning units that contained R-22, a restricted ozone-depleting substance.

In 2018, Rogers had the following spills and releases:

- 1 Level 3 spill, which is reportable to Environment and Climate Change Canada within 24 hours and is greater than 100 kg.
- 25 Level 2 spills, which are reportable spills of 10 to 100 kg.
- 89 Level 1 spills, which are less than 10 kg and not reportable to Environment and Climate Change Canada.

We review every spill or release, regardless of its size, to determine the root cause and to determine actions to prevent future releases.

CSR at Rogers

Good governance

Customer experience

Employee experience

› Environmental responsibility

Community investment

Economy and society



Community
investment

Helping communities

Being a strong, socially responsible leader in our communities across Canada means creating a brighter future for generations to come.

Highlights from 2018

\$65.7 million

in cash and in-kind community investments

17,856

low-income households now benefit from Connected for Success and Connecting Families programs

Over **3,600**

employees volunteered through our Employee Volunteer Program

Community giving

Why it's material

We have been a part of Canadian homes and communities for over fifty years. Our 26,100 employees across the country want to be part of a company that gives back in meaningful ways. We have received so much commitment and loyalty from our communities and it is our duty to invest in them to help build a brighter future for all Canadians.

Management approach

One of our strategic priorities is to be a strong, socially responsible leader in our communities across Canada.

We work with our community partners to develop programs which help the growth of future leaders in our country.

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

- CSR at Rogers
- Good governance
- Customer experience
- Employee experience
- Environmental responsibility
- › **Community investment**
- Economy and society



Our performance trends
(In millions of dollars, except percentages)

	2018	2017	2016	2015
Cash donations	10.0	7.3	4.3	7.5
Regulated community investment - cash donations	1.3	2.1	2.2	1.8
Total cash donations	11.3 [⊕]	9.4	6.5	9.3
Community investment - in-kind donations	36.8	32.6	29.4	27.6
Regulated community investment - in-kind donations ¹	17.6	22.0	26.5	28.7
Total in-kind donations	54.4 [⊕]	54.6	55.9	56.3
Total community investment	65.7 [⊕]	64.0	62.4	65.6
Percentage of pre-tax earnings donated to charities and non-profit organizations	2%	3%	5%	4%

¹ Equal to 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 2018.

In 2018, Rogers donated \$65.7 million[⊕] in cash and in-kind community investments to charities and non-profit organizations, a 3% increase from 2017. Our cash donations also increased by 37%. We attribute this increase to our community investment programs discussed below.

In 2018, we continued to increase our community investment through our Ted Rogers Scholarship Fund. The Ted Rogers Scholarship Fund was created in

honour of our founder, Ted Rogers, and is dedicated to helping the brightest young leaders across the country succeed in their educational aspirations by providing post-secondary scholarships. In 2018, we awarded 155 scholarships through our thirteen community partners, and an additional 158 scholarships to the dependents of our employees. Recipients were chosen based on their dedicated leadership within their own communities.

CSR at Rogers

Good governance

Customer experience

Employee experience

Environmental responsibility

› Community investment

Economy and society

Ted Rogers Scholarship Partners

- Big Brothers Big Sisters
- Boys and Girls Clubs
- YMCA
- Children's Aid
- True Patriot Love
- Right to Play
- Toronto Community Housing
- Jays Care Foundation
- Power to Be
- Pflag
- Qmunity
- The 519
- GRIS Montreal
- Indspire



Our Ted Rogers Community Grants support educational programming to organizations across the country. In 2018, Rogers provided 105 grants of \$15,000 or more to youth organizations. These grants are provided to help our partners continue to run their community programs that focus on inspiring youth to continue their education and to develop their skills.

Grants allocated in 2018 provided support that included:

- Junior Achievement of Nova Scotia: In the Economics for Success program, students take a closer look at the advantages of staying in school and learn what's needed to succeed in today's workforce.
- YMCA of Greater Moncton: The Alternative Suspension program is a dropout prevention program designed to help students succeed as they reintegrate

school and their social life after experiencing a school suspension or other disciplinary measures. It allows youth participants to take a step back and identify what empowers and motivates them, encouraging them to stay in school.

- Yo Bro, Yo Girl, Greater Vancouver Area: A training program that provides resume writing, interview, and life skills workshops, post-secondary application writing skills, non-violent crisis intervention, and national coaching certification for youth.
- CanU, Winnipeg: Their program teaches entrepreneurship and business principles by beginning a simple micro-enterprise.

- CSR at Rogers
- Good governance
- Customer experience
- Employee experience
- Environmental responsibility

> Community investment

- Economy and society



Other community investment

In addition to the above programs, we supported multiple community programs and charitable events.

Examples included:

- funding the “Ready for School” program at Maple Leaf Sports and Entertainment’s Launch Pad for children and youth in the Moss Park Community in Toronto, providing them access to innovative educational programming, valued at \$100,000 per year.

- our Jays Care Foundation raised \$10 million across Canada for programs and facilities that support physical activity, education, and life-skill development among Canadian youth.
- devoting \$54.4 million to in-kind giving resources in 2018. 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.
- supporting our communities in their time of need during natural disasters and terror-related events, including making donations to Toronto Foundation following the Toronto van attack, the Red Cross for Ottawa-Gatineau tornado relief efforts, and by providing rocket sticks to emergency shelters so that people using the shelters have access to free WiFi.

Employee giving and volunteerism

Our performance trends	2018	2017	2016	2015
Employees who volunteered through Rogers Employee Volunteer Program	3,679 [◊]	1,800	1,136	787
Volunteer hours invested by Rogers employees	20,354 [◊]	11,700	7,384	5,116

[◊] Independently assured in 2018.

- CSR at Rogers
- Good governance
- Customer experience
- Employee experience
- Environmental responsibility
- > **Community investment**
- Economy and society



Employee volunteering

In 2018, we had 3,679 employees participate in the Rogers Employee Volunteer Program, a 104% increase from 2017. The program offers employees one paid day off per year to volunteer at an organization that is important to them. We attribute the increase to a new giving and volunteering portal launched in 2018 and the launch of our new Give Together Volunteer Days.

Launched in Spring 2018, our Give Together Volunteer Days bring employees and their families together for a weekend in June to support local communities and increase regional engagement. Collectively, we helped 50 community organizations across the country over a single weekend. Together, we helped strengthen and brighten communities from coast to coast.

Examples of Give Together Volunteer Days in 2018 included:

- team members in Moncton, NB working with Forest Recovery Canada in planting trees, digging soil, and applying tree guards to promote growth.
- in St. John's, NL, team members collaborating with Rainbow Riders Therapeutic Riding to help prepare horses for their sessions, grooming, and barn and grounds maintenance.
- team members in Dartmouth, NS checking quality of food products, repackaging produce, and building food orders with the Feed Nova Scotia initiative.
- team members in Ottawa working with the World Wildlife Foundation to clean up shorelines and make aquatic ecosystems safer.

CSR at Rogers

Good governance

Customer experience

Employee experience

Environmental responsibility

› **Community investment**

Economy and society

Employee giving

Our annual Give Together Month Campaign enables employees to give to the charity of their choice, with Rogers matching up to \$1,000 per person. The ability to give to the charity of choice was developed through an employee survey conducted in 2017 about workplace giving, where employees told us they wanted the option

to give to the causes and charities with which they resonate most. Through our Give Together Month in November, Rogers raised \$2.5 million through employee donations and corporate match and event dollars, and we are proud to announce we were able to support over 1,000 unique charities across the country.

Supporting Canadian content

Our performance trends <i>(In millions of dollars)</i>	2018	2017	2016	2015
Funding provided to support Canadian film and television production through the Rogers Group of Funds	18.5	26.8	28.8	21.4

We support the investment in, and creation of, Canadian content and programming. We do this through the support of the Canada 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 2018, we supported 116 productions in English and French with approximately \$18.5 million in funding. This funding helped producers create new and original Canadian content for both film and television.

Additionally, we sponsored Canadian film and television festivals, including the Vancouver International Film Festival, Banff World Media Festival, and Hot Docs Canadian International Documentary Festival. We also continued our sponsorship with the Rogers Best Canadian Film Award, one of the richest arts awards in the country. In 2018, the \$100,000 cash prize went to Jennifer Baichwal, Nicholas de Pencier, and Edward Burtynsky for the film *Anthropocene: The Human Epoch*.

- CSR at Rogers
- Good governance
- Customer experience
- Employee experience
- Environmental responsibility
- > **Community investment**
- Economy and society



Digital inclusion

Why it's material

The Internet is 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. The Rogers Connected for Success program is about bringing more Canadians online by offering reliable Internet at a great price.

Management approach

As one of Canada's largest Internet and wireless service providers, we know that we play a key role in giving

Canadians access to communications technologies through the reach of our network and affordability.

Our signature program, Connected for Success, offers affordable broadband Internet to those living in non-profit housing for \$9.99 per month. In addition to this program, Rogers also participates in Connecting Families, a low-cost Internet program launched by the Government of Canada.

- CSR at Rogers
- Good governance
- Customer experience
- Employee experience
- Environmental responsibility
- > **Community investment**
- Economy and society

Our performance trends	2018	2017	2016	2015
New participants for Connected for Success	5,212	3,758	2,832	4,129



Helping more Canadians get online

In 2018, 5,212 households joined our Connected for Success program, bringing the total households who have signed up to the program to 17,856. At the end of 2018, we celebrated our 6th year with the program by partnering with our 300th non-profit housing organization and co-op. Connected for Success is available within our cable footprint in Ontario, New Brunswick, and Newfoundland.

In November 2018, we became a proud participant in Connecting Families, an initiative launched by the Government of Canada that enables more Canadians to sign-up for broadband Internet for \$9.99 per month. This program is available to qualifying families who are receiving the maximum Canada Child Benefit through the Canadian Government. In 2018, 529 customers signed up for the Connecting Families program through Rogers.

Through Connected for Success and Connecting Families, Rogers continues to provide access to the online tools from which Canadians can benefit. From seniors, to people with disabilities, to households with youth, we are helping bridge the digital divide to create a more inclusive digital world.

“I have gained so much knowledge. The more I use the Internet, the more I learn new things. I'm able to look up different bus schedules, the daily weather, and other important information that helps my day-to-day life. Having reliable Internet has also really helped my communication with my family and friends who regularly send me emails and pictures.”

- Derwent, customer since May 2018

CSR at Rogers

Good governance

Customer experience

Employee experience

Environmental responsibility

› **Community investment**

Economy and society



Economy
and society

Economy and society

Economic performance

Why it's material

Technology companies like Rogers contribute to the very fabric of our country's economic and social well-being. We purchase goods and services from companies across Canada and invest in our networks to help businesses thrive and people connect. We pay taxes and government fees. We employ 26,100 Canadians, and in turn, our suppliers employ people to serve our business.

Management approach

The Board 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.

We monitor our economic performance by tracking our economic value distributed, taxes paid, and measuring our economic footprint across the country.

Total economic footprint

Our performance trends	2018	2017
Jobs (<i>annual FTE</i>)	70,728	71,895
Total economic footprint	\$22.6 billion	\$18.8 billion
Impact on GDP	\$11.0 billion	\$9.5 billion

- CSR at Rogers
- Good governance
- Customer experience
- Employee experience
- Environmental responsibility
- Community investment

> [Economy and society](#)

The impacts of our business extend beyond the walls of our offices - they extend to our suppliers, the communities in which we operate, and the purchasing power we enable through the people we employ. In 2018, we had a \$22.6 billion impact on the Canadian economy, and an \$11.0 billion impact to Canada's GDP from our direct, indirect, and induced economic activity.

We enabled employment of 70,728 Canadians through our activities. Our indirect and induced economic impacts include the activity of our suppliers, their suppliers, and the impacts resulting from consumer spending by our employees and those businesses stimulated by our direct and indirect expenditures.

Economic value generated and distributed

Our performance trends (In millions of dollars)	2018	2017	2016	2015
Direct economic value generated:				
Revenue	15,096	14,143	13,702	13,414
Economic value distributed:				
Operating costs	6,708	6,385	6,296	6,155
Employee salaries and benefits and stock-based compensation (excluding payroll taxes)	1,954	1,987	1,936	1,839
Shareholders and providers of capital:				
Dividends paid ¹	988	988	988	977
Interest paid ¹	726	735	756	771
Taxes paid and other government payments	1,070	1,185	998	881
Capital expenditures	2,790	2,436	2,352	2,440
Community investments	11	9	7	9
Total economic value distributed	14,247^o	13,725	13,333	13,072

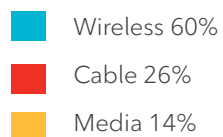
¹ Certain items are presented on a cash basis because it is more relevant to the stakeholders.

^o Independently assured in 2018.

- CSR at Rogers
- Good governance
- Customer experience
- Employee experience
- Environmental responsibility
- Community investment

> Economy and society

2018 Revenue by segment (%)



Our economic value generated rose by 7% to \$15,096 million in 2018. Total economic value distributed increased to \$14,247 million^o in 2018, up 4% from 2017.

Some of the key elements to our economic value included:

- continuing to deliver solid returns to shareholders in 2018. We paid \$988 million in cash dividends, consistent with 2017.
- paying \$1,954 million in salaries, benefits, and stock-based compensation in 2018, with benefits including health benefits, a Company-matched share purchase plan, and pension payments.

- paying \$1,070 million in taxes and other government payments, a decrease of 10% from the prior year.
- investing \$2,790 million^o in capital expenditures, primarily in our cable and wireless networks.

Taxes paid and other government payments

As outlined below, the total cost to Rogers of taxes and other government payments in 2018 was \$1,070 million. We also collected, on behalf of the government, \$1,919 million in sales taxes on our products and services and \$658 million in employee payroll taxes. We outline our approach to tax management in our 2018 Annual Report.

<i>(In millions of dollars)</i>	Income taxes	Sales taxes paid	Payroll taxes	Regulatory & spectrum fees ¹	Property & business taxes	Total
Government of Canada	213	-	84	513	6	816
British Columbia	11	6	1	-	4	22
Alberta	17	-	-	-	6	23
Saskatchewan	1	-	-	-	-	1
Manitoba	3	1	-	-	1	5
Ontario	105	2	37	-	21	165
Quebec	13	-	8	-	7	28
Atlantic Provinces	6	-	-	-	3	9
Other	1	-	-	-	-	1
Total	370^o	9	130	513	48	1,070

¹ Includes an allocation of \$266 million relating to the \$1 billion, \$3 billion, and \$24 million we paid for the acquisition of spectrum licences in 2008, 2014, and 2015, respectively.

^o Independently assured in 2018.

- CSR at Rogers
- Good governance
- Customer experience
- Employee experience
- Environmental responsibility
- Community investment

> Economy and society



Procurement and supplier management

Why it's material

Our operations impact people, products, and materials in our supply chain in Canada and internationally. It is important that we manage these supplier relationships well so we can positively impact local economies while mitigating any potential risks.

Management approach

We approach our impact in the supply chain through sound management systems and governance and through learnings from key partnerships. We use performance monitoring and audits to ensure our suppliers adhere to our Supplier Code of Conduct, which sets our expectations of suppliers in terms of ethical, social, labour, health and safety, and environmental behaviours. Our Procurement and Supplier Management team uses industry-accepted practices to select high quality suppliers and provide a fair and transparent bidding process, including

requests for quotations, requests for proposals, tenders, reverse auctions, and requests for information.

Through our membership in the Joint Audit Cooperation (JAC) - a group of global telecom companies that share common suppliers - we share audit findings with a group of twelve other global telecom companies, allowing us to better manage sustainability among our suppliers.

Our Supplier Council, composed of Rogers executives, manages our supplier governance and ensures a unified supplier management strategy across the organization. Our Senior Vice President, Procurement & Supplier Management chairs our Supplier Council and our supplier selection processes.

CSR at Rogers

Good governance

Customer experience

Employee experience

Environmental responsibility

Community investment

> **Economy and society**

Our performance trends	2018	2017	2016	2015
Total suppliers	13,343	10,113	11,831	15,015
Percentage of our top 200 suppliers who are Canadian or have significant operations in Canada	85%	80%	76%	67%
Number of responses to our Ethical Procurement Questionnaire ¹	57	26	85	n/a
Number of suppliers audited by Rogers ²	4	5	5	n/a
Number of suppliers audited through the Joint Audit Cooperation ²	134	89	69	n/a
Number of workers impacted by Rogers Supplier Audits ³	11,300	9,093	n/a	n/a
Number of workers impacted by Joint Audit Cooperation Supplier Audits ³	264,000	94,815	n/a	n/a

¹ New methodology introduced in 2017.

² Indicator introduced in 2016.

³ Indicator introduced in 2017.

We worked with 13,343 suppliers in 2018, both in Canada and internationally. The products we buy include those for our communications business, our media business, and corporate and internal operations. We do not have a specific policy to purchase products only from Canada, as many of the devices we sell to customers can only be sourced from international companies. However, of our top 200 suppliers, 85% are Canadian or have significant operations in Canada.

Upholding our values

We regularly monitor our suppliers' performance and accountability. When we see a supplier is not meeting our requirements, we implement corrective actions right away. In the case where there is an unacceptable risk or a supplier has violated our Supplier Code of Conduct, we ensure key stakeholders are made aware and we cease doing business with the supplier.

CSR at Rogers

Good governance

Customer experience

Employee experience

Environmental responsibility

Community investment

> **Economy and society**

Our Ethical Procurement Practices (EPP) Framework and Survey evaluates our suppliers' policies, actions, and progress related to environment, human rights, diversity, labour practices, health and safety, ethics, privacy, and data protection. It allows us to ensure the suppliers we deem as highest risk are upholding our values and the standards set forth in our Supplier Code of Conduct.

In 2018, we increased the number of suppliers who received our EPP survey by 60%, and achieved a response rate of 69%, up from 52% in 2017. Over half of our respondents passed our threshold of 70% and we made the remaining respondents aware of their non-compliance with our Code of Conduct and provided feedback on how to enhance their operations. Five of the suppliers who did not respond were audited through our JAC membership and one will be audited by JAC in 2019.

Joint Audit Cooperation

Through our JAC membership, we conducted four onsite audits in 2018 at factories in India, Ukraine, China, and Singapore, impacting 11,300 workers. We gained access to another 130 audits conducted by other JAC members, impacting 264,000 workers globally.

Based on Rogers audits, we identified 11 corrective action plans (eight minor and three major non-conformance issues) that we are working through with each supplier and are targeting to close in 2019. We also closed 46 corrective action plans from previous years.

The JAC audits use the EcoVadis framework and review a series of guidelines around labour, health and safety, environment, ethics, and anti-corruption, and the company's improvement plans and performance. Of the 134 audits conducted by JAC in 2018, 18 were mobile worker surveys. These surveys allow us to see how the supplier is operating based on direct feedback from its employees and they ask questions about topics such as grievance mechanisms, working hours, health and safety, and management.

Supplier diversity

In 2018, we developed a Supplier Diversity Program, as diversity has become increasingly important to our own corporate clients and it supports our broader goals to build an inclusive culture. This program was designed to align with our values and it creates opportunities for new diverse suppliers to partner with Rogers. To support the program, we have joined the Women Business Enterprises Canada Council, Canadian Aboriginal & Minority Supplier Council, Canada's LGBT+ Chamber of Commerce, and Canadian Council for Aboriginal Business to learn best practices on supplier diversity and to help grow our supplier diversity list. Although the program is in its early stages, we spent \$34.4 million with certified diverse suppliers and another \$6.7 million with tier 2 diverse suppliers in 2018.

CSR at Rogers

Good governance

Customer experience

Employee experience

Environmental responsibility

Community investment

> **Economy and society**

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

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

Connect with us via social media



Facebook



Twitter



LinkedIn

This publication is available as a PDF only. All brand names,
titles, images, logos and marks are trademarks and or/
copyright of their respective owners.
© 2019 Rogers Communications Inc.

