



Women in Production Action Plan – Annual Report
January 31, 2021

Introduction

In a Joint Statement issued March 6, 2019 by the Canadian Radio-television and Telecommunications Commission (CRTC) and Canada's largest public and private-sector broadcasters, Rogers Sports & Media committed to developing a voluntary action plan to ensure more women play leading roles in the Canadian film and television production industry. The Joint Statement was issued after a Women in Production Summit, during which Canada's broadcasters, along with the CRTC, discussed lasting solutions to addressing gender parity in Canada's production industry.

Rogers Sports & Media is committed to influencing the independent producers we work with to achieve gender parity in their productions using the contractual levers we have available to us, and support industry efforts to increase representation of women and people from other underrepresented groups.

While we believe there remains an important need for change within the independent production sector, as broadcasters we only have limited tools within our power to effect change in productions we ultimately don't own and control. For that reason, Rogers Sports & Media's Action Plan focuses on programming and productions where we can effect the greatest change which is in our owned and controlled content. The majority of Rogers Sports & Media's programming investment is devoted to in-house productions such as sports, news and lifestyle & entertainment programming.

To that end, in building our Action Plan, we focused on the roles that have the greatest impact on the editorial and creative output of our television programming and production talent pool. Using this lens, we identified roles that in our view are equivalent in creative input, decision-making responsibility, and editorial control to the key creative roles identified by the CRTC for independent productions.

With respect to independent production, programs of national interest (PNI) represent only a very small portion of our overall programming investment. Within those productions, 30% of the key creative roles were held by women in the 2019/2020 broadcast year, up from 27% in the 2018/2019 broadcast year (see attached Appendix A for more details).

Achieving Gender Parity

Key Decision-Making Roles at Rogers Sports & Media

The key categories of decision-making roles that we identified for inclusion in the Rogers Sports & Media Action Plan for in-house production are:

1. Managerial roles in production and news
2. Programming and planning roles
3. On-air performers/journalists

We are proud to report that today, **54% of key creative, editorial and decision-making roles in Rogers in-house programming are held by women:**

Category	Total Employees	Total Female	Percentage
Managerial roles in production and news	50	23	46%
Programming and planning	5	4	80%
On-air performers/journalists	81	46	57%
Total	136	73	54%

This represents a substantive increase from the 48% we reported in our Action Plan and is due largely to our hiring and recruitment practices. Of total new hires in 2020 for Rogers Sports & Media, 57% were women.

As articulated in the Action Plan, Rogers Sports & Media works towards achieving gender parity, particularly in leadership roles, through:

- Recruitment and Retention
- Development and Advancement
- Organizational Partnerships

Our work in these areas in 2020 is detailed further in this report.

Commissioned and Affiliated/In-House Programming

Rogers Sports & Media is committed to supporting gender parity in the key creative roles of producers, showrunners, writers, directors, cinematographers, editors, and first- and second-lead performers in the television and film productions we commission from independent producers and broadcaster affiliated productions.

Rogers Sports & Media updated our program licence agreements in 2020 to contractually require that all independent original productions we commission meet a minimum target of 50% women in the key creative roles identified above, and do not fall below the 40% threshold for producer, writer and director roles.

In Appendix A to this report, we are including a snapshot of the independent productions we funded in the 2019/2020 broadcast year (as reported to the CRTC) detailing how many women occupied key creative roles. As noted above, women occupying key creative roles increased by 3%.

This snapshot includes details about women in the same key creative roles in our affiliated and in-house productions, **and we are pleased to note that we have increased representation of women in every single category (excepting Cinematographer) from the previous year's reporting: 59% of the identified roles are occupied by women, up from 49% in 2018/2019.**¹

Rogers Sports & Media's Original Programming Director also works to promote gender parity in the productions we commission by:

- Seeking out, meeting, and actively promoting women as candidates for key creative roles in the productions we commission when they are in the development stage;
- Prioritising meetings with female creators for pitches, and ensuring that all pitch sessions include a discussion around female voices and whether or how they have been considered in the story idea;
- Ensuring lead roles are being offered to women and that stories portray women equitably;
- Mentoring and developing our programming staff (both on original independent productions and broadcaster affiliated shows), all of whom are women;
- Attending industry events, film festivals and education programs and donating time to mentor and support female talent, across the country.

All IN

Rogers Sports & Media is deeply committed to inclusion and diversity, and to creating a workplace environment where women and men have equal status and opportunity based on meritocracy. Inclusion and diversity are part of our culture and values, and we continuously work to promote and cultivate an inclusive environment driven by action, making us one of the top-ranked employers in Canada.

In 2020, [Rogers Sports & Media launched All IN](#), an Inclusion & Diversity strategy that encompasses all areas of the media business and complements the wider diversity

¹ As reported in the 2018-2019 and 2019-2020 Rogers Media Inc. Production Reports filed publicly with the CRTC.

strategies implemented by Rogers Communications Inc. (the parent company of Rogers Sports & Media).

The **All IN** plan has five key pillars:

- Business: Give \$5 million over the next 5 years in free advertising and creative services to support local businesses owned by BIPOC, LGBTQ2S+, PWD, or women
- Community: Give \$5 million over the next 5 years in free advertising and creative services to charities that support all equity-seeking communities
- Content: Launch an internal Content Advisory Council, comprised of diverse employees, to increase diversity of thought and focus in our content and programming
- Mentorship & Sponsorship: Create a program to give young people from equity-seeking communities (both from inside and outside of Rogers) the tools, support, and resources to successfully enter and advance in the sports and media industry
- Hiring and Career Advancement Practices: Develop a set of Rogers Sports & Media-specific programs and recruitment strategies to improve diversity at all levels of the organization, including leadership positions

Rogers Sports & Media intently listened and learned from its employees and partners about the role its powerful media megaphone can play in helping drive positive change in society. These learnings shaped **All IN's** five pillars, each designed to support and empower equity-seeking communities long after the headlines fade.

Under the Business Pillar of **All IN**, Rogers Sports & Media partnered with *How She Hustles*, a social network for diverse professional women, to sponsor “Startup and Slay”, a digital series of videos highlighting self-identified women entrepreneurs from diverse communities providing advice on starting successful small businesses with a BIPOC focus.

The series featured seven women and one non-binary entrepreneur from three provinces, who were featured in live online events via the How She Hustles YouTube channel and a digital campaign on Instagram and Twitter. Rogers Sports & Media’s partnership resulted in over 500,000 social media impressions, 800+ online RSVPs for the #startupandslay events, and more than 200 businesses applying to be featured in the series.

“For 10 years, How She Hustles has made space for underrepresented voices through our events, social media community and digital content. With support from Rogers Sports & Media’s All IN initiative, we amplified inspiring and inclusive stories about entrepreneurship to an even wider audience across

Canada – something that should make us all proud. We were the first BIPOC small business selected for All IN, which earned us radio and TV coverage in 7 markets across the country including BT, Cityline, CityNews, CHFI, 680 News and more. Because of How She Hustles’ partnership with Rogers, we’re helping to change the narrative about BIPOC women and other diverse entrepreneurs who now have more national exposure, more confidence to tell their stories, more opportunities to grow their brands and even increased sales because of Startup & Slay!”

- Emily Mills, Founder, How She Hustles

Rogers Sports & Media extensively promoted the Business and Community pillars of All IN across all our platforms in 2020, and we have received more than 500 applications for support in the 2021 year.

Corporate Accountability

Rogers Sports & Media is part of Rogers Communications Inc., and as such benefits from industry-leading HR practices aimed at enhancing diversity and inclusion. Rogers Communications believes our team members are at the heart of our success and we aim to attract the best-qualified candidates while ensuring diversity at all levels. Strong diversity management practices help us ensure a diverse candidate pool and foster diverse teams that bring different perspectives, experiences and skills that together make us a stronger team.

Our inclusion and diversity journey is guided by our internal corporate Diversity Management Policy. The policy speaks to our commitment to providing a workplace free from discrimination, harassment and prejudice. We strive to build a diverse workplace that benefits all employees by allowing them to feel valued for their differences while creating opportunities for advancement.

In 2020 Rogers Communications launched the 2025 Inclusion & Diversity Strategy, which is guided by four pathways to action:

- Embed inclusion into our employee experience
- Broaden the talent pipeline and increase leadership diversity
- Partner with communities to foster inclusion and address inequalities
- Create a customer experience that is reflective of, and supports, the diverse needs of all Canadians

Each of these four pathways have specific and measurable action items and are key components of our commitment to increase representation across the board at Rogers by 2025.

Our strategy includes five priority groups: Women in Leadership, Visible Minorities, Persons with Disabilities, Indigenous Peoples and the lesbian, gay, bisexual, trans, queer and two-spirited (LGBTQ2S+). Teams of employees representing these groups, and their allies, come together as Employee Resources Groups (ERGs) to organize awareness events, skill-building opportunities, mentorship and community sponsorships that develop and engage in these areas. With the support of the Inclusion & Diversity Team, the Inclusion & Diversity Council and ERGs have access to expertise and financial resources to drive initiatives aligned to Rogers Communications' strategic pillar of "developing our people and a high-performing culture".

Rogers Communications' long-standing commitment to inclusion and diversity is the backbone of the Rogers Sports & Media Women in Production Action Plan, which will build on the important work that has already been done to promote and advance women within the entire Rogers organization.

Recruitment and Retention

Recruiting women to work at Rogers Sports & Media, and retaining their talent, is crucial as we work towards gender parity in our programming and production teams. Key to that success is increasing representation of women in the talent pipeline, particularly in sports media where representation of women has historically been low.

To that end, Sportsnet partnered with Ryerson University to launch the *Sportsnet Diversity and Gender Equity Initiative*, designed to empower students from diverse backgrounds to pursue careers in sports media. Sportsnet committed \$100,000 to Ryerson's Sports Media program to provide scholarships to four students, plus year-round diversity workshops at the university's Global Experience Sports Lap (GXS). Three of the four scholarship recipients in 2020 were women.

Corporately, Rogers Communications talent recruiters are equipped to encourage diversity hiring with hiring managers and are trained on how to recruit from specific diversity groups. In 2020, Rogers Communications leveraged strategic partnerships and participated in a variety of events which expanded our outreach for Women in Leadership talent. These events included *WomenHack*, a virtual networking event created to match female tech talent with jobs in the technology space, and *ACCES*, an organization that assists job seekers from diverse backgrounds who face barriers to employment, including women in technology.

Rogers Communications continues to also run Unconscious Bias workshops which focus on recognizing unconscious bias and the effects it has on work. The training is

aimed at creating an open, trusting, and inclusive workplace where diversity of thought, honest conversations, and meritocracy are embraced and enforced. The training was rolled out to all employees across Rogers Communications in 2020.

And as part of Rogers' hiring guidelines, all recruitment slates continue to consider gender diversity and will target a composition of 50% women and 50% men.

Development and Advancement

One of the key findings of the CRTC Women in Production Summit was that women continue to face barriers to career advancement. Once women are in the Rogers Sports & Media talent pool, they need opportunities to advance and grow their careers. The following initiatives are designed to promote and advance women into senior leadership positions:

Accelerated Development Program (ADP)

A highly targeted sponsorship program aimed at supporting women Directors with a variety of customized development activities based on assessment and feedback of their individual performance. At the end of the program, participants have stronger strategic leadership skills and are ready to take on expanded roles and assignments. The program also helps to build a gender-diverse executive pipeline.

RISE for Women (formerly Rogers Women's Network)

RISE for Women supports women at Rogers with a focus on networking and personal and professional development to foster leadership potential, with a mandate to increase the representation of women across all levels at Rogers. Events organized by RISE in 2020 include:

- **RISE Speaker Series:** A popular Speaker Series featuring Rogers leaders and guest panellists who share stories and advice to help enrich employees' careers. As an example, SVP News & Entertainment Julie Adam moderated the session "Unleashed: The Unapologetic Leader's Guide to Empowering Everyone Around You."
- **Mentorship Programs:** RISE's two mentoring programs have approximately 800 participants across Rogers, which also provide additional workshops such as "Building Resiliency" and "Managing the New Work Reality".
- **Rogers Women of Colour:** Rogers Women of Colour (RWOC) is an ERG within RISE. RWOC convened a panel discussion in 2020, open to all employees, to

understand women’s experiences and highlight issues impacting women who identify as Black, Indigenous and/or Person of Colour, particularly in relation to COVID-19, the BLM protests and emotional labour.

Partnerships with Organizations

In addition to the internal initiatives described above, Rogers partners with organizations that provide expertise and resources for advancing women in the workplace:

Women in Communications and Technology (WCT)

WCT is a Canadian non-profit organization that inspires and supports women to achieve their highest career potential in Canada’s digital economy through professional development, mentorship, advocacy and research. Through our partnership with WCT, women at ROGERS COMMUNICATIONS have access to conferences, virtual learning, research and tools, in-person and virtual networking events, webinars and more.

WISE

Women in Sports and Entertainment (WISE) is an organization that assists women in navigating and accelerating their careers in the business of sports, while championing the hiring and advancement of women in the industry. Our partnership continued in 2020 and included free memberships for high-potential women in sports leadership at ROGERS SPORTS & MEDIA.

Catalyst

Catalyst is an organization that works with companies to build “workplaces that work for women” and to accelerate women’s progress. Our partnership with this organization continued in 2020, with Catalyst providing educational resources, research, consulting and facilitation with the goal of advancing women into leadership positions.

Recognized and Rewarded

Rogers was recognized as one of *Canada’s Best Diversity Employers 2020*, marking the eighth year Rogers received this designation based on our inclusive programs for women, visible minorities, persons with disabilities, Indigenous Peoples, and members of the lesbian, gay, bisexual, trans, queer and more (LGBTQ2S+) communities. The editors of the competition highlighted the following initiatives by Rogers:

- Rogers manages an Inclusion and Diversity Council, which monitors progress through quarterly metrics, including representation, promotion, retention and engagement scores -- the council also includes six subcommittees for women, persons with disabilities, visible minorities, LGBTQ+, and Indigenous peoples;
- Rogers developed a supplier diversity program and joined a number of related organizations, including Women Business Enterprises Canada Council, Canadian Aboriginal & Minority Supplier Council, Canada's LGBTQ+ Chamber of Commerce and the Canadian Council for Aboriginal Business;
- Rogers conducted a three-year analysis of women's movement within Rogers to help understand patterns and guide progress towards increased retention and promotion of women -- the Rogers Women's Network also recently expanded with four additional chapters in Vancouver, Ottawa, Montréal and Moncton, adding to the existing chapters in Brampton and Toronto.

The awards we have received for our corporate social responsibility initiatives are a testament to our passion for giving back. Above all, these awards recognize the individuality, initiative, and enthusiasm our people bring to the community and our environment, such as Tracy Moore, host of *Cityline*, who was named one of Canada's Top 100 Most Powerful Women by WXN, an organization which supports and celebrates the advancement of women at all levels, in all sectors and of all ages.

Conclusion

Rogers Sports & Media appreciates the opportunity to share our progress in achieving and maintaining gender parity in key creative, editorial, and decision-making roles by 2025. Despite the economic challenges currently facing the television broadcast industry, which have been greatly exacerbated by the COVID-19 pandemic, Rogers Sports & Media was able to continue to focus on this critical issue. We maintained a focus on increasing representation of women in key decision-making roles and were successful in doing so. As this report demonstrates, we've also initiated a slate of recruitment and hiring practices that will continue this trajectory, alongside a significant business investment, via All IN, to support equity-seeking communities including women.