

Connecting Canadians

2020 Environmental, Social,
and Governance Report



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Additional support documents:

- [Social Impact Report](#)
- [TCFD Report](#)
- [ESG Data Sheets](#)



01

INTRODUCTION

About this report.

Rogers is a proud Canadian company dedicated to making more possible for Canadians. In 1960, Ted Rogers launched Canada’s first FM station at a time when AM radio dominated, and only 5% of listeners had FM receivers. With one bold move, Ted changed the communications landscape forever. From those modest beginnings we have grown to become a leading technology and media company that strives to provide the very best in wireless, residential, sports and media to Canadians and Canadian businesses from coast-to-coast-to-coast. More information about Rogers’ operations is available on [our website](#).

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.

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With more than 60 years of growth comes a corresponding responsibility to give back to the communities in which we live and work. The Rogers Environmental, Social, and Governance (ESG) Report describes our performance in Canada for the 2020 calendar year, focusing on what we believe matters most to our stakeholders.

Our reporting approach

This ESG Report summarizes our ESG work for 2020 and the progress we’ve made in addressing the material topics identified through stakeholder engagement. To guide our ESG reporting, we have used the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), Task Force on Climate-related Financial Disclosures (TCFD) and the United Nations Sustainable Development Goals (UN SDGs). We self-declare that our 2020 ESG Report has been prepared in accordance with the GRI core reporting requirements and prepared with reference to SASB reporting standards, and considers our commitment to progress towards the UN SDGs.



Our reporting indices make it easy to locate information about how we are addressing topics and requirements contained in the GRI and SASB reporting standards. The GRI index and SASB index and a link to our TCFD Report are provided in this ESG Report. We have conducted an external assurance process with KPMG for this ESG Report. Refer to page 55 for KPMG’s limited assurance report.

Additional information about our programs and performance, and links to policies related to our material topics, is available on [our website](#). Stakeholders can also access a [Glossary of Terms](#) used throughout this ESG Report, read featured stories, download past CSR Reports, and more.

Our ESG team is responsible for the collection and presentation of information provided in this ESG Report. We ensure that all content is accurate in all material respects, and confirmed by a broad range of internal



subject matter experts from across the Company, and has been reviewed by management. All currency is in Canadian dollars unless otherwise stated. All information is for the year ended December 31, 2020 unless otherwise indicated. References to COVID-19 are to the pandemic from the outbreak of this virus and to its associated impacts in the jurisdictions in which we operate and globally, as applicable.

About forward-looking information

This ESG 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, includes conclusions, forecasts, and projections that are based on our current estimates, expectations, assumptions, and other factors 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 ESG Report is subject to the disclaimer and qualified by the assumptions and risk factors referred to in Rogers 2020 Annual Report, as filed with securities regulators at [sedar.com](#) and [sec.gov](#), and also available at [investors.rogers.com](#). The forward-looking information contained in this ESG Report describes our expectations as of the date this ESG Report was published 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 ESG Report is qualified by the cautionary statements herein.

Key highlights.

We strive to do what's right for our people, customers, communities, and planet. This summary highlights the progress we've made in 2020 towards our Social, Environmental and Governance targets.



Social

- More than \$75 million donated in cash and in-kind community investments to charities and non-profit organizations including supporting youth through Ted Rogers Scholarships
- Achieved an 87%^o company-wide employee engagement score
- Volunteered 51,500 hours through our Employee Volunteer Program
- Rogers 5G network, powered by Ericsson, brought connectivity to more than 640 communities across Canada - 47% of the population - to help close the digital divide
- Ranked Canada's Most Consistent National Wireless Network and Broadband Provider by Ookla™



Environmental

- Reduced total GHG emissions by 22% from 2019. As of 2020 we achieved our 25% reduction target for Scope 1 and Scope 2 emissions, five years ahead of schedule.
- Reduced energy use by 41% relative to our network traffic from 2019
- Waste diversion rate increased to 68% as a result of significant reduction in total waste collected (due to employees working from home) and enhancing the reporting of electronic diversion processes
- *Toronto Blue Jays™* and *Rogers Centre™* received the Major League Baseball Green Glove Award for highest waste diversion rate in the American League for the second year in a row



Governance

- Launched an updated, five-year Inclusion and Diversity Strategy built with feedback from our teams, and an external race relations expert, and emphasized leadership accountability and allyship at the forefront
- Formed the Black Leadership Council, a nationally connected group of Black team members representing each business unit. The Council is now working to amplify the voices of Black team members, standing up against racism of any kind, and supporting recruitment, retention and career advancement for Black communities at Rogers.
- Joined the BlackNorth Initiative, led by the Canadian Council of Business Leaders Against Anti-Black Systemic Racism, committing to seven goals. That includes increasing Black representation of our VP+ levels to 3.5% by 2025.

Message from our President and CEO.

At Rogers, we have a clear purpose: to connect Canadians to a world of possibilities. We have been living this purpose for more than six decades, but in 2020, it took on new meaning and significance.

Throughout the pandemic, our purpose became even more critical and our values were lived like never before. We adapted all aspects of our Company's operations to keep our customers connected and employees safe; with robust protocols, broad work-from-home enablement, and continuous two-way communication to keep our people informed and safe – physically and mentally.

Our people are at the heart of our success, and our thriving employee culture is the key enabler for our ESG performance. We saw record heights for employee engagement – 87% in 2020. Our team's pride in being part of our Company, their commitment to our purpose, and their feelings of being supported on an individual level has never been higher. We see these results reflected in awards we were proud to receive including being named one of Canada's Most Admired Corporate Cultures, Canada's Best Diversity Employers and Canada's Top 100 Employers.

Our people power every part of our Company, including our corporate citizenship. Daily, our passionate and dedicated teams asked our customers, communities and each other: where is the need, and

how can I help? From helping enable children to learn from kitchen tables, to parents working from makeshift home offices, to delivery trucks relying on our networks to get packages delivered, to women fleeing violence to make a critical call with a donated phone and plan – our team has been there every step of the way.

Fundamentally, we believe that the collective issues we face are not the sole responsibility of government nor the charitable sector to solve. No sector has the privilege of inaction. It takes a global community, which is why in 2020 we enhanced our Environmental, Social, and Governance (ESG) transparency and reporting framework to include our commitments to the United Nations Sustainable Development Goals, the Sustainability Accounting Standards Board and the Task Force on Climate-related Financial Disclosures and continued tracking against the Global Reporting Initiative.

Our 2020 ESG Report lays out our Company's goals in helping contribute to collective impact on a range of important issues and the metrics we're using to help measure our progress. Our focus as a company is not just on the bottom line; but the edges and layers all around it. Here are some of the highlights from the past year.

“

Throughout the pandemic, our purpose became even more critical and our values were lived like never before.”

Joe Natale
President and Chief Executive Officer



Environment: Building on our commitment to environmental stewardship

The climate emergency did not push pause during the pandemic, and neither did we. At Rogers, we achieved our greenhouse reduction target five years ahead of schedule and, with many of our office and retail locations closed, we made gains in waste reduction, water consumption, paper use and other critical areas. We are already working to stay ahead of this progress for when the pandemic subsides.

In 2020, we refreshed existing green initiatives like recycling, re-using and donating devices collected from customers and employees, and are continuing our workplace transformation efforts to put climate considerations at the heart of our physical spaces.

Social: Actioning on our promise to help bridge the digital divide

To keep vulnerable Canadians connected when they needed us the most, Rogers donated over \$75 million in cash and in-kind investments throughout 2020. This included getting hundreds of devices in the hands of young people so they could connect to learning and critical mentor supports in their lives in our work with Big Brothers and Big Sisters. It included providing millions of meals in food hampers for hungry Canadians and using our media assets to amplify voices of those who are not heard from enough.

To empower the next generation of leaders and changemakers, we awarded more than 400 scholarships to deserving young Canadians – the majority of

recipients from equity-deserving communities. Rogers also helped bridge the digital divide with our low-cost Internet program, *Connected for Success*[™], which thousands more families can now access. Finally, our employees – who are at the heart of our giving efforts – safely volunteered tens of thousands of hours in 2020 with their families, setting new records for our teams.

Governance: Strengthening our foundation of good governance around ESG and fostering inclusion

Throughout 2020, we continued to bolster our governance framework to create new ways to measure and track ESG progress, including creating an ESG Committee. This focused group, supported by an internal ESG steering committee, helps drive our company-wide efforts around environmental sustainability, social responsibility and related governance efforts. It represents one more way we are taking action as a transparent, responsible and intentional corporate citizen.

Through existing Employee Resource Groups, last year was also an important year in tackling issues of race and inequality. In the wake of George Floyd’s murder, we launched the Black Leadership Council to take measurable steps in our Inclusion and Diversity journey. We created safe talk sessions for equity-deserving employees and allies to amplify voices and build a more inclusive culture. Our Company proudly signed the BlackNorth Pledge, committing to specific actions and targets designed to end anti-Black systemic racism. These discussions do not happen once; our actions in these important areas continue.

This was a year to push harder – and continue our commitment to action.

As we work to help Canada power out of the pandemic, we will continue to partner with communities to support our most vulnerable residents, provide critical supports to our partners and reduce the weight of our environmental footprints across our business. We remain committed to bridging the digital divide and increasing critical connectivity – in particular for our rural, northern and Indigenous communities to ensure all Canadians can stay connected to what matters most.

As vaccines roll out across the country and we look to a post-pandemic future, I am inspired by the innovation and dedication of our Rogers team, who have never wavered from our purpose and live our values daily. There has never been a time where the corporate world more fundamentally shapes our lives than it does right now. I’m proud of how our 23,500 team members have stepped into this responsibility – and collectively, how we’re helping step Canada forward.

My very best,

Joe Natale
President and Chief Executive Officer

A handwritten signature in black ink, reading "Joe Natale".



Message from the Chair of the ESG Committee of the Board of Directors.

“We know that being a responsible corporate citizen means that we can’t stand still. That’s why we continue to take steps forward including signing the United Nations Global Compact, committing to the United Nations Sustainable Development Goals.”

Martha Rogers
Director, Rogers Board of Directors and Chair, Rogers ESG Committee

Rogers is a proudly Canadian company built for, with, and by Canadians. Sixty years after my father founded Rogers, we remain committed to not only ensuring that our business is strong, but that our fingerprints and footprints as one of Canada’s leading companies are firmly imprinted across our environmental, social and governance efforts.

2020 was a year that none of us will ever forget. It brought a once-in-a-generation transformation that led to unprecedented customer and community needs. Reliable connectivity became increasingly important to Canadians suddenly working, learning and living apart, and the Rogers team met these challenges head on. As a company, we invested over \$75 million to help Canadian youth and communities disproportionately impacted by the pandemic. To reinforce this investment and in honour of our Company’s 60th anniversary, our family made an additional \$60 million contribution to communities that needed it most.

I am also proud of the personal time investment our 23,500 team members made who, collectively, poured tens of thousands of volunteer hours into

their communities. Our teams set new records for volunteerism including the Step Up to The Plate program that brought employees and their families together across the country to sort, pack and distribute food hampers to food banks. Employees also offered virtual mentoring to youth, made meals for isolated seniors, and raised money for causes they are most passionate about.

In 2020, new heights were realized in our social impact. And as you will see as you read through this report, we expanded our reporting around our Environmental, Social, and Governance (ESG) impact and results to provide a full picture of the actions we have taken as a company in these important areas.

Metrics, transparency and commitments to ongoing action matter. That is why we are expanding our reporting suite beyond the Global Reporting Initiative to include the Sustainability Accounting Standards Board and the Task Force on Climate-related Financial Disclosures. We know that being a responsible corporate citizen means that we can’t stand still. That’s why we continue to take steps forward including signing

the United Nations Global Compact, and committing to the United Nations Sustainable Development Goals. Our commitment to this work exists at every level of our organization, including our Board of Directors and the ESG Committee, which I have the privilege of chairing. Through our collective efforts as a company, you can continue to expect best-in-class standards of action and reporting on our ESG work. This is a priority for us; and deeply reflected in – and reflective of – our Company’s long-standing values.

We look forward to continuing to set new goals for Rogers and for our industry in ESG and are committed to making Canada a better and more connected place for all.

—
Regards,

Martha Rogers
Director, Rogers Board of Directors and Chair, Rogers ESG Committee

About Rogers.

Our Purpose and Values

Our purpose and our values are the glue that hold us together and 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 believe in the power of new ideas. We work as one team, with one vision. We do what’s right, each and every day. We give back to our communities, and protect our environment.

Direct economic value generated

\$13,916 million
Revenue



Volunteers

51,500 hours



Economic value distributed

\$5,904 million
Operating costs

\$1,710 million
Employee salaries, benefits, and stock-based compensation (excluding payroll taxes)

Community Investment

\$75+ million
Total community investment



3.3%
Percentage of pre-tax profits donated to charities and non-profit organizations

Direct economic value distributed

\$12,860* million



ESG performance and key targets.

★ Independently assured in 2020

Below is a summary of our performance and targets.
Further information about our results is available throughout this ESG Report.

Key performance indicator	2021 Targets	2020 Results	2019 Results	2018 Results	2017 Results
Good ESG governance					
Percentage of employees trained in Rogers Business Conduct Policy	95%	95%★	96%	98%	98%
Customer experience					
Complaints accepted by the Commissioner for Complaints for Telecom-Television Services (CCTS)	Reduce our complaints from 2020	2,987★	2,866	2,258	1,641
Well-founded privacy complaints with the federal Office of the Privacy Commissioner	0	0	0	1	0
Employee experience					
Employee engagement score	Improve over 2020	87%★	85%	82%	79%
Participation rate in the employee engagement survey	Improve over 2020	84%★	85%	86%	85%
Voluntary turnover rate	Improve over 2020	9.5%★	14.6%	13.6%	15.6%
Percentage of employees who are women	Make improvements towards our 2025 target of 48%	38.3%★	37.4%	38.0%	38.4%
Percentage of employees who are women (Senior manager+)	Make improvements towards our 2025 target of 40%	27.4%★	29.5%	27.5%	26.5%
Percentage of employees who are visible minorities	Make improvements towards our 2025 target of 38%	36.3%★	35.8%	35.4%	34.6%
Percentage of employees who are visible minorities (Senior manager+)	Make improvements towards our 2025 target of 21%	14.0%★	14.7%	15.8%	13.5%
Percentage of employees who are Indigenous peoples	Make improvements towards our 2025 target of 2%	1.0%★	0.9%	0.9%	0.9%
Percentage of employees who are persons with disabilities	Make improvements towards our 2025 target of 5%	2.9%★	2.7%	2.3%	2.2%
Lost time incident rate (hours per 200,000 hours worked)	Continue to drive prevention activities, with a positive impact on this rate	0.37★	0.40	0.38	0.36
Environmental responsibility					
Total direct and indirect energy use (GJ)	Make improvements towards our 2025 target (10% reduction from 2011 levels; 2025 Target - 3,385,300 GJ)	4,438,340 ★	4,547,381	4,256,612	4,083,288
Energy use per revenue	Improve over 2020	319	302	282	289
Scope 1 and 2 greenhouse gas emissions (Metric tonnes of CO ₂ e)	Achieved our 2025 target. Improve over 2020; reset new target	148,118★	156,203	166,335	155,576
Customers who receive electronic bills	Improve over 2020	93%★	78%	68%	67%
Community investment					
Percentage of pre-tax profits donated to charities and non-profit organizations	Maintain position above Canadian industry average of 1%	3.3%	2.3%	2.0%	3.0%
Economy and society					
Cumulative total spend with certified diverse suppliers (millions)	Improve over 2020	40	38	34	n/a



2020 awards and recognition.

We work hard to be best-in-class in everything we do. We were honoured to be recognized this year for our efforts.

- Canada's Fastest Internet by Ookla™
- Rogers Ignite Internet Ranked Fastest in Ontario, New Brunswick and Newfoundland by Ookla™
- Most Consistent National Wireless and Broadband Internet Provider in Canada by Ookla™ in Q3 and Q4 of 2020
- Rogers wireless network named Best in Test by umlaut, for second year in a row
- Earned the number one spot in the Canada Wireless Network Quality Study by J.D. Power in the West and Ontario in April
- Fido's 2019 Pride Campaign Awarded Bronze at the IDEA Awards in two categories: Business Results & Strategy and Corporate Social Responsibility
- Canada's Most Admired Corporate Cultures – Waterstone Human Capital

- Mediacorp Canada lists:
 - Canada's Top 100 Employers for the eighth year
 - Greater Toronto's Top 2020 Employers
 - Top Employers for Young People in Canada
 - Canada's Best Diversity Employers
- *Toronto Blue Jays™* and *Rogers Centre™* received Major League Baseball Green Glove Award for the highest waste diversion rate in the American League East for the second year in a row



ESG journey.

Rogers is on a journey with a goal to be a leader in ESG in our industry and beyond. Over the past few years, ESG has become more sophisticated and expected. We’ve listened and responded to our stakeholders. For the first time, we have moved beyond a traditional CSR report to an ESG approach for 2020 and have expanded our reporting.

Within a changing landscape and evolving expectations, we recognize that ESG is becoming a fundamental piece of our business strategy. Over the coming years, we will strive to embed ESG in our purpose, people and in what we do. We will also set and strive to meet new targets so we aren’t standing still and are working towards delivering great results.

Our purpose is to connect Canadians to a world of possibilities, and the memorable moments that matter most in their lives. Our progress on ESG will be grounded in this purpose as we work to build a more sustainable, inclusive and better future for Canada.

In this ESG report, you will see the great steps forward we took in 2020 specifically around responding to the challenges of COVID-19, connecting communities, closing the digital divide, meeting environmental targets, strengthening our ESG governance frameworks and doubling down on our Inclusion and Diversity both inside and outside of the organization.

You can also visit our [Social Impact Report](#) to see this impact come to life through the behind-the-scenes stories of the amazing people, strategic initiatives and community partners that made this work possible in a year unlike any other.

In addition to the frameworks provided by GRI and the SASB, this report was guided by UN SDGs.



Supporting the UN Sustainable Development Goals

The UN SDGs provide a roadmap to a better, more sustainable world for all. The UN SDG framework, through 17 goals, help align international efforts towards common objectives. While Rogers considers all 17 goals important, we have focused on six of them that are most relevant to our business. As we track our overall progress year-over-year, we will also measure our contribution to these goals.



Goal 4: Quality Education
Obtaining a quality education is the foundation to improving people’s lives and sustainable development.



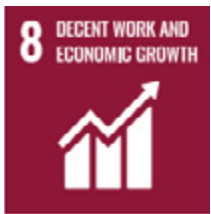
Goal 9: Industry, Innovation and Infrastructure
Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.



Goal 5: Gender Equality
Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world.



Goal 10: Reduced Inequalities
Income inequality requires global solutions.



Goal 8: Decent Work and Economic Growth
Sustainable economic growth will require societies to create the conditions that allow people to have quality jobs.



Goal 13: Climate Action
Climate change is a global challenge that affects everyone, everywhere.

Social responsibility is built into our business.

The interactions we have with our people, with our customers, and with our communities are an opportunity to make a meaningful difference and build a stronger tomorrow. That comes to life through the progress we drive by teaming up with and investing in organizations from coast-to-coast-to-coast. It takes shape in the form of satisfied customers, who trust us to power their connections. Our purpose lives in our diverse family of approximately 23,500 employees who learn, work, give back and grow together. That is how we create value right across society, every single day, one connection at a time.



02

SOCIAL

What does that look like for our communities?

Our purpose can and has helped move Canadian communities forward. It's fundamental to who we are as a strong, socially responsible industry leader and corporate citizen. It's one of our responsibilities and we take it seriously.

Communities evolve and the way we support them must adapt too. We do that by making community engagement a defining element of our organizational success and culture. That means harnessing opportunities to move the needle on the collective good. Going forward, this will only become increasingly important for equity-deserving communities amongst the hardest hit by the ripple effects of COVID-19.

Why is this important?

Our purpose defines us. Our people and our customers expect us to have a positive impact in communities. When we walk the talk on giving back – and activate our people to do the same – we generate a wave of generosity that can transform Canadian communities. Ted Rogers wove the spirit of giving into the fabric of our organization when he founded Rogers 60 years ago. We're building on that spirit to shape the places where we live and work to make things better for all.

What is our approach?

Collaborate

- Work with community and national organizations to develop impactful programs

Set goals and policies

- Employ corporate citizenship benchmarks established by Imagine Canada
- Commit at least 2% of our pre-tax profits to charities and non-profit organizations
- Reinforce this commitment through our corporate donations and sponsorship to ensure all donations tie into our broader community investment strategy

Engage our team

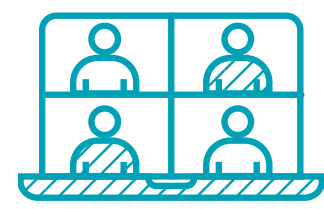
- Create programs like the Rogers Employee Volunteer Program that provide our people with one paid day off to volunteer at a charity of their choice, every single year
- Empower our people to support their charities of choice with matching funds

Our performance trends	2020	2019	2018	2017
Total community investment (in millions of dollars)	76.3	64.2	65.7	64.0
Percentage of pre-tax profits donated to charities and non-profit organizations	3.3%	2.3%	2.0%	3.0%

Delivering on our 2020 commitments



Donated over
\$75 million
in cash and in-kind investments to charities and non-profit organizations



Invested in communities and the next generation through
42 Ted Rogers Community Grants and over 400 Ted Rogers Scholarships



Donated
3.3%
of our pre-tax profits to charities and non-profits, three times the **Imagine Canada benchmark of 1%**



Our community engagement align to four priority areas:

1. Bridging the digital divide to create a safer, more connected Canada
2. Responding to those in need in the face of evolving challenges
3. Investing in Canada's next-generation leaders and changemakers
4. Playing an active role in developing a more inclusive Canada



1 Bridging the digital divide to create a safer, more connected Canada.

Our technology has the potential to create connections that keep us safe, help us learn, support our work and set Canadians up for future success. It is up to us to help make that happen by providing resources to advance those connections.

COVID-19 and the sudden shift to a remote work environment has laid bare the gap of the digital divide and increased the importance of access to reliable high-speed connectivity for communities from coast-to-coast-to-coast. Ensuring Canadians can work remotely, study, run a business, or book an appointment online is driving Rogers to partner with communities to help solve their connectivity challenges, now and into the future. Rogers investments will make reliable Internet available to more than 500,000 households in rural and underserved communities by the end of 2021.



Delivering on our 2020 commitments

In 2020, we:

- Supported women and children escaping violence and abuse through our partnership with Women's Shelters Canada – particularly at a time when stay-at-home orders and reduced shelter capacities exacerbated dangerous situations.
- Provided nearly 1,000 digital lifelines through donated devices and plans, including a new partnership with the National Aboriginal Circle Against Family Violence called #ForwardTogether, supporting Indigenous women and children who have been disproportionately impacted by COVID-19
- Through the month of April, we provided free promotional support for sheltersafe.ca which provides vital information on the nearest shelter, and how to contact them across all of our Rogers Sports & Media assets, resulting in over half a million impressions served
- We are currently working with communities to solve the digital divide. In partnership with the provincially funded Northern Development Initiative Trust as part of the Connecting BC program, Rogers deployed a fixed wireless solution to connect rural, remote and Indigenous communities that are underserved during COVID-19 and provide services to approximately 400 homes, across 52 different communities.
- In Ontario, we are helping bridge the digital divide through our participation in various initiatives like the Government of Ontario's Improving Connectivity for Ontario program, CRTC's Broadband Fund and the Universal Broadband Fund

Additional Indigenous initiatives

- Rogers opened a unique meeting room inside its brand-new Customer Solution Centre in Kelowna called the Downie-Wenjack Legacy Space. In partnership with the Gord Downie and Chanie Wenjack Fund, the space is dedicated to raising awareness and understanding of Indigenous art, history, and culture, with our teams and community members.
- In collaboration with Peguis First Nation, Rogers deployed Wi-Fi hotspots throughout the community during the pandemic and is continuing the expansion of that network within more offices and spaces. This collaboration has helped the community advance their infrastructure, with new tools and solutions to connect their community members and provide more economic opportunities to advance their businesses.

In their own words

"This cell phone is greatly appreciated, and this comes straight from my heart. This cell phone has kept me alive, connected me to safe housing and kept me connected to the outside world when I almost gave up on it. I am thankful for this donation from Rogers and all the support from WIN House. This cell phone has helped me slowly regain my faith in humans."

- Previous WIN House client

Our partnership with Big Brothers Big Sisters Canada connected ‘littles’ and ‘bigs’ as COVID-19 limited – and eliminated – chances for in-person visits, drop-in activities and mentoring sessions.

We successfully:

- **Connected 500 ‘littles’ with ‘bigs’ by donating devices and plans** to keep communication flowing
- **Cultivated essential conversations and vital support** as schools moved online and community centres and libraries closed

In their own words

“Thank you so very much for the phone. What a generous gift!!! It gives me the chance to communicate with my beloved big and it’s a great way to stay in contact with her during this difficult time. Not seeing her has been difficult, but with the phone from you, I can communicate with her without being afraid of my phone dying. Thank you very much, Jemma – ‘little’”

- *Big Brothers Big Sisters Ottawa Chapter*



Our *Connected for Success™* program brings more Canadians online, offering reliable Internet at an affordable price. By providing broadband to those living in non-profit housing for a low cost of \$9.99 plus taxes, a month, we enable more Canadians to connect. We also participate in Connecting Families, a low-cost Internet initiative launched by the Government of Canada.

We enabled more Canadians to access the connectivity that’s so vital to our collective ability to work, learn and live. In 2020, we:

- **Supported nearly 5,000 new households** through *Connected for Success™*, providing more Canadians with digital connectivity as COVID-19 pushed us further apart
- **Expanded the program to cover more than 380 community housing partners** in Ontario, New Brunswick and Newfoundland

In their own words

“Rogers *Connected for Success™* makes it possible for our clients, who are low-income, to have equal access to vital community resources and services such as education, pre-employment or job-related training, medical appointments, food, and most importantly stay in touch with family, friends and others who can help them. Without access to affordable technology and the internet, many get left behind. No one deserves this. We can do better when we work together. We’re grateful to Rogers for helping us help others stay “*Connected for Success™*”.

- *Alison, Let’s Get Together*

2

Responding to those in need in the face of evolving challenges.

Our people can help make a difference in the towns and cities where they work and live. It is our duty to enable and support them in both volunteering and giving.

In 2020, our volunteers broke Rogers records, donating 51,500 hours of their time which helped us deliver on our [60K Hours Volunteer Challenge](#) by July 2021. Meanwhile, our Annual Give Together Month provided employees with the opportunity to donate to the charity of their choice in November 2020, with Rogers matching up to \$1,000 per employee. This helped us contribute millions in employee donations, corporate matching and event dollars across 1,000 charities as diverse and unique as our team.



Delivering on our 2020 commitments

Helped address critical food insecurity for Canadians

The Step Up to The Plate program brought employee volunteers and their families together to transform the *Rogers Centre™* into the largest food pantry in the country. We filled food hampers and loaded trucks before sending them on their way to local food banks and agencies nationwide. We played a direct part in helping to keep Canadians fed in the face of COVID-19 and at a time when demand on food banks had never been greater. In 2020, we:

- Packed and delivered 9.75 million pounds of food and provided 8 million meals to Canadians across the country
- Assembled 400,000 hampers (each would feed one Canadian for one week)
- Saw our trucks travel 395,881 km to deliver food
- Supported 3,000 local food banks and community agencies through Food Banks Canada and provided marketing support across all Rogers Sports & Media channels to support Food Banks Canada's COVID-19 relief campaign. We also launched a customer fundraising campaign, raising over \$800,000 across the Chatr, Fido and Rogers customer base.

Bridged connectivity needs

Recognizing that the connectivity needs of Canadians, Canadian businesses and governments changed immediately and dramatically due to the public health crisis, the *Rogers for Business™* team sprung to action to support government services, healthcare, public sector and education and business.

In their own words

“With millions unemployed and businesses closing every day, we are grateful to Rogers and Jays Care Foundation for stepping in – and up – to make this help possible at *Rogers Centre™*.”

- *Chris Hatch, CEO, Food Banks Canada.*

Government Services

As part of our rapid response to support Shared Services Canada (SSC) during this critical time, Rogers did the following in 2020:

- Increased capacity to handle the increased call volumes – up to 50% on critical federal Toll-Free numbers
- Implemented new telecom route sets which helped reduce call traffic and improved call completion rates across the country
- Monitored daily call flows and implemented call-shaping measures which improved the overall experience of the SSC customers
- Provided enhanced reporting which allowed SSC to determine where to augment their services to better serve Canadians





Canada Emergency Response

Benefit: dozens of Rogers team members – all working from home themselves – spent 48 hours straight to implement a brand-new interconnect technology to route the traffic flow so it wouldn’t be caught up in the network. It was an innovative design by the team and the result was seamless for Canadians who were relying on being able to access this critical government service.

Healthcare

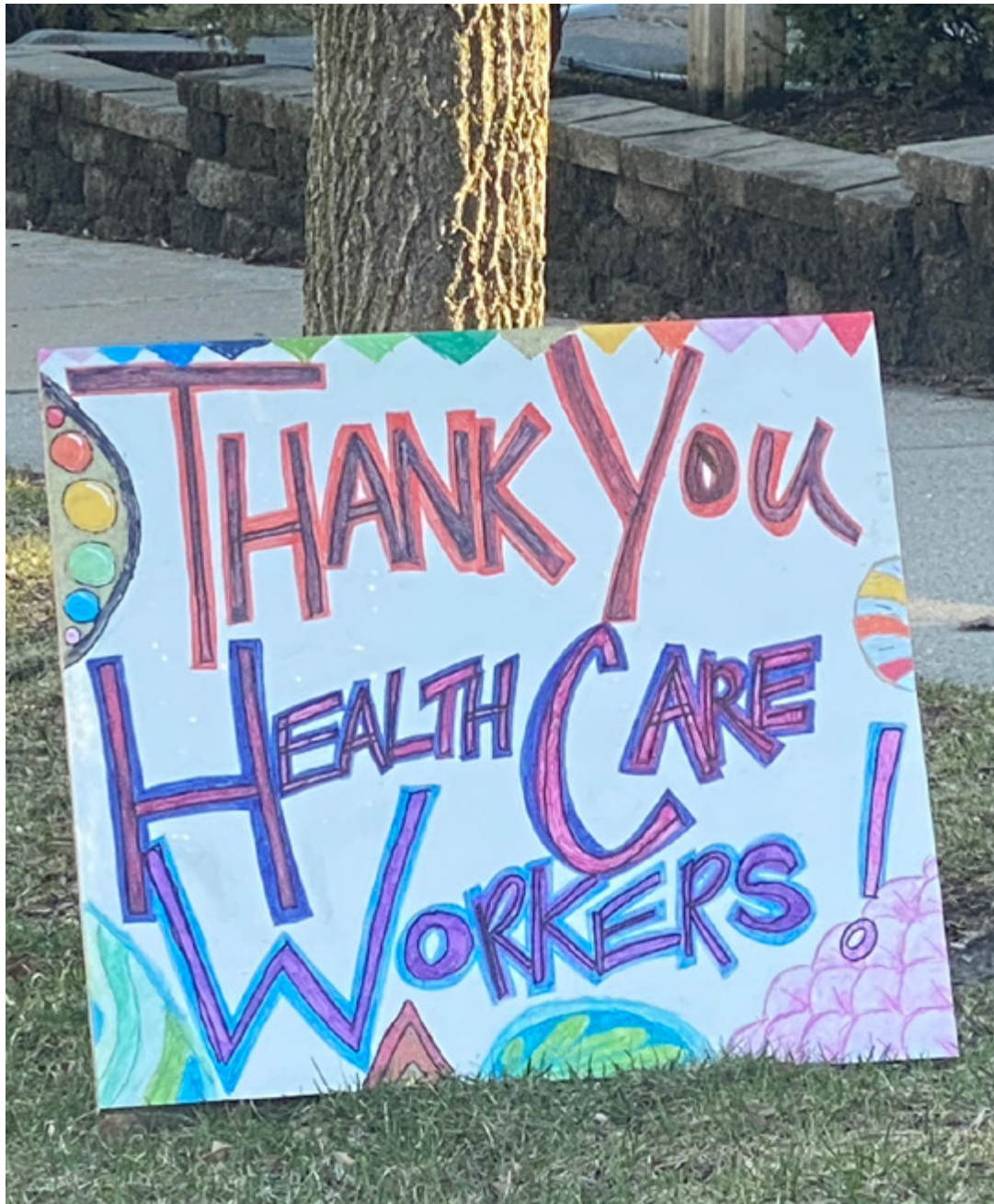
Our team worked tirelessly to ensure hospitals stayed connected with new fibre builds, enhanced WiFi and in-building cellular coverage. In 2020, we:

- Raised more than \$1 million through the Rogers Sports & Media's Heart and Smiles campaign, which sold t-shirts and masks to provide critical personal protective equipment and supplies to frontline healthcare workers as they battled COVID-19
- Within an Ontario-based health care system, deployed Fixed Wireless Access modems with *Rogers Unison™* to allow access to critical systems that document the testing of patients
- Partnered on a joint initiative to install Fixed Wireless Access in a University of Winnipeg dorm building that was being converted into a quarantine space for medical professionals
- Enabled Greater Toronto Area healthcare providers through new phone lines for outbound calls to alleviate strain on infrastructure, installing Fixed Wireless Access for improved patient WiFi and providing Cellular on Wheels to assist with coverage enhancement for patients and staff
- Supported a children’s hospital with tablets and free Rogers wireless data to allow patients and physicians to communicate in a low-risk way

In their own words

“On behalf of the more than 150 participating hospital foundations from coast-to-coast, who support hundreds of thousands of health care providers, our sincere thanks for your generosity. Thank you for having our backs!”

-Ted Garrard, CEO, SickKids Foundation and a member of the steering committee for The Frontline Fund



As the situation in Canada continued to evolve, COVID-19 assessment centres began opening nationwide, oftentimes in parking lots of local hospitals, or in fields nearby. Rogers partnered with hospitals across Canada to support assessment centres in the following ways:

- Enabled a Southwestern Ontario hospital by providing Internet connectivity to a remote COVID-19 testing centre in a parking lot
- Worked with multiple hospitals across Ontario to expand their service to support their newly created assessment site and provided connectivity for an assessment centre near the townhall in Hartland, New Brunswick
- Helped launch the first COVID-19 community assessment centre in Ottawa, working closely with local public health services to deliver connectivity in under 24 hours
- Worked with a hospital in Eastern Ontario to open a COVID-19 community assessment centre to care for COVID-19 patients
- Supported in setting up a telephone system for an appointment-booking clinic for people in Quebec with COVID-19 symptoms in just a few days



Public Sector and Education

Rogers provided support to Canadian citizens, public sector services, and first responders to ensure their vital services stayed connected during this difficult time. In 2020, we:

- In collaboration with Apple, provided school boards across Canada with more than 22,000 iPad tablets enabled with free Rogers wireless data to help students most in need access the Learn from Home program

Cities

Rogers helped cities and organizations continue to serve the public and kept people moving as COVID-19 changed the way they had to work. In 2020, we:

- Prioritized distribution of more than 1,400 new mobile phones for City of Toronto employees, to support them in their transition to working from home

- Supported several police services with Internet upgrades and Priority Wireless Service coverage
- Delivered infrastructure upgrades to the Toronto Transit Commission and provided nine Toronto homeless shelters with free Internet connectivity to help support access to online education for some of our most vulnerable students living in shelters
- Supported the Children's Aid Society in Halton and Grey Bruce County with low cost voice and text services to their clients
- Provided telephone lines to the Ontario Government to support the Premier's Announcements and Programs. The Rogers team worked tirelessly to ensure congestion on the network did not impact any streamed news announcements in Ontario.

- In British Columbia, provided wireless connectivity to low income and Indigenous students attending post-secondary institutions with our partner, BCNET and provided wireless data connectivity for homeless in Vancouver Island Health along with deploying iPad tablets for virtual care teams in the community
- Brought tablets with wireless connectivity to three senior care centres in Alberta
- Shipped 1,000 voice and data phones to get the employees at the Workplace Safety Insurance Board up and running quickly, so they could continue to process claims and deliver support

- Supported the Salvation Army Kettles program with volunteers as well as through our LTE-M network, which provided connectivity to the digital Kettles through the Tip Tap units on 1,667 Kettles across the country

Business

Recognizing the struggle Canadian small businesses were faced with due to COVID-19 lockdowns and restrictions, Rogers Sports & Media launched Operation Support Local, which delivered more than \$1 million in free media support to 8,500 local businesses across the country through our radio stations and *Breakfast Television*TM.



3

Investing in Canada's next-generation leaders and changemakers.

Our collective future depends on the investments we make in the next-generation today. It is critical that we recognize, celebrate and prepare the young people who will develop the ideas, innovations and solutions society needs next.



Delivering on our 2020 commitments

Our Ted Rogers Scholarship Fund, Ted Rogers Community Grants, and Team Rogers Community Draft programs work together to foster the next-generation. In collaboration with community partners, these programs allowed us to recognize community leadership, support programs that spark pride, build confidence and remove barriers, and allowed kids to get back to being kids in the face of the pandemic itself. In 2020, we:

- Provided 264 employee scholarships and 150 community scholarships across the country with an estimated 75% of community scholarships going to equity-deserving recipients for a total investment of over \$1 million
- Partnered with the True Patriot Love Foundation to support 32 military family resources centres located on Canadian Armed Forces bases nationwide and provided a \$25,000 grant and five scholarships
- Provided continued support for the Banff Centre with an existing endowment to support arts and leadership training programs including scholarships for literary journalism
- Backed programs from 42 organizations to foster innovation, entrepreneurship, mentorship and community leadership for youth for a total investment of over \$850,000
- As a proud partner of the Jays Care Foundation, donated \$1 million to support virtual programs that reached more than 13,000 underserved children and youth across Canada
- Contributed \$300,000 to grassroots community tennis programs such as Rogers Community Team Tennis: giving kids the opportunity to learn the game of tennis and to be part of a team while learning valuable development and life-skills and Rogers



Rookie Tour: which bridges the gap between entry level tennis and the junior competitive circuit allowing approximately 5,000 girls and boys per year across the country to compete

- Created a **nationwide program** geared towards helping young Canadians and their families return to playing recreational sports where and when it becomes safe to do so
- Contributed \$100,000 towards the Ready for School pillar – building on our foundational partnership with MLSE Launchpad – which provides youth facing barriers with access to programs that promote academic engagement and positive attitudes towards school while being physically active
- Contributed over \$550,000 to the Edmonton Oilers Community Foundation and gave \$100,000 to the Canucks for Kids Fund, providing programming to thousands of kids and their families in British Columbia

In their own words

“A career goal of mine is to create a series of service applications that each serve a specific group of vulnerable and underserved individuals in our society. Technology is a powerful tool, and I will use it to empower and impact the lives of those around me. I want to give these people a voice and to improve their quality of life.”

-Francesca Berkoh, 2020 Ted Rogers Scholarship recipient

“We want Black youth to see what’s possible by connecting them with Black leaders in business and in our broader community. This grant supports the development of our new signature initiative to link Black youth with mentors who inspire, and most importantly, believe in them. We want to show Black youth that their dreams belong, and they can help make our collective future brighter.”

-Medhat Mahdy, President & CEO, YMCA of Greater Toronto, 2020 Community Grant Recipient



By working hand-in-hand with four national partners – Junior Achievement Canada, Actua, Canada Learning Code and Youth Sciences Canada – across Canada, our social impact expands outward and for years to come through programs that prepare the leaders, entrepreneurs and creators of tomorrow.

Junior Achievement Canada

We support unique, experiential programs for students to develop and run their own companies. Through this partnership, we are fostering a culture of entrepreneurship that will help spur Canada's economic and innovation engine into the future.

Actua

We support two national innovative youth STEM programs. The National Indigenous Youth in STEM (InStem) program bridges current research with both commonly accepted and Indigenous approaches to

education to provide school workshops and summer camps. The National Girls Program inspires girls and young women to achieve their potential in STEM through hands-on programs geared to fields in which women continue to be underrepresented.

Canada Learning Code

We help teens gain skills and confidence as they become creators of technology, rather than merely consumers of it and with our support, Canada Learning Code engaged over 4,300 teen learners in 2020.

Youth Science Canada

We support 103 regional science fairs for Canada's young scientists in grades 7 to 12. This is one more opportunity to engage youth today and encourage them to think big and bold about what they can achieve in the sciences tomorrow.

At the same time, we believe in the power of collaboration and continuously work to create joint initiatives that reinforce our belief in the power of the next-generation, including partnering with post-secondary institutions.

Rogers Cybersecure Catalyst™ was launched through our partnership with Ryerson University as a free, virtual camp program – the first of its kind in Canada. In 2020, we:

- Provided 500 teens aged 13 to 18 with access to 400 hours of virtual programming, including cutting-edge games, activities and puzzles
- Supported educational resources for students from kindergarten to grade 12

Ted Rogers Scholarship Fund Partners

Big Brothers Big Sisters

BGC

YMCA

Children's Aid

True Patriot Love

MLSE Launchpad

Right to Play

Toronto Community Housing

Jays Care Foundation

Power to Be

Indspire

Pflag

Qmunity

The 519

GRIS Montreal

Canada Learning Code – NEW in 2020

Integration Jeunesse – NEW in 2020

Jean Augustine Centre for Empowering Girls – NEW in 2020

4

Playing an active role in developing a more inclusive Canada.

Our communities are rich and diverse ecosystems. We must play a part in taking down barriers, and fostering inclusion, to build a brighter future for all. That takes deliberate action, sustained focus, transparent communication and a relentless commitment to removing the barriers that hold inclusion back. It also requires us to look outward and inward which is why in 2020, we launched an updated, five-year [Inclusion and Diversity Strategy](#) to make sure we're taking the right steps forward as social inequalities, discrimination and racism are addressed on a global scale.



Delivering on our 2020 commitments

Through Rogers Sports & Media, we supported the launch of [ALL IN™](#) to back small businesses, charities and organizations that provide vital support for equity-deserving groups. In 2020, we:

- Committed to contributing at least \$10 million in free advertising and creative services over the next five years, to build programs and recruitment strategies to foster improvement in diversity at all levels of the organization, and assembled a Content Advisory Steering Committee to work with editorial content business owners to develop a new business-wide mandate for advising on programming content

In their own words

“*ALL IN™* is dedicated to taking actions that will drive much-needed positive change as we address racial injustice and social unrest. Rogers Sports & Media recognizes its unique role and responsibility, and we are using our media megaphone to amplify voices that have not always been heard with equal measure. We will continue to create and deliver the stories that accurately represent Canada’s diversity while our on-air personalities and employees are encouraged to continue using their platforms to express their views and opinions in support of anti-racism.”

-Jordan Banks, President, Rogers Sports & Media.

2020 *ALL IN™* partners

How She Hustles
Reelworld Film Festival
Indspire

Through our new Sportsnet Diversity and Gender Equity initiative, we worked jointly with Ryerson University to empower students from diverse backgrounds as they pursue careers in sports media. In 2020, we:

- Committed \$100,000 to Ryerson’s Sport Media program to provide four students with scholarships, as well as access to year-round diversity workshops at the university’s Global Experience Sport Lab. Scholarships are awarded to two high-performing, third-year students; and two students entering the program who identify as a woman, Indigenous and/or belong to a marginalized group. *Sportsnet™* is also providing resources and mentoring for students to guide them in fostering inclusive work environments.

By amplifying Orange Shirt Day across Rogers-owned media assets, we helped raise awareness about Canada’s residential school systems, and its lasting impact on generations of Indigenous people across Canada. We proudly:

- Lent our platform, Today’s Shopping Choice, to this important cause, spreading the word on this two-month long [fundraising campaign](#) which ultimately sold nearly 5,000 orange shirts, and raised over \$100,000

In their own words

“The support we have received from our team members and from customers has been overwhelming, and a reflection of hope for Indigenous communities across Canada. This campaign was a first for us, and it was amazing to see the team come together with passion and a commitment to helping our communities, by leveraging the full power of our assets to increase awareness of support for Orange Shirt Day.”

- Kim Barrington, Director, Indigenous Collaboration, Network, Rogers Communications

Through our partnership with Pflag, we were able to help keep LGBTQ2S+ communities talking and in touch, even as COVID-19 pushed us physically apart. Through our Fido brand in 2020, we:

- Provided devices and data plans to Pflag chapters
- Donated \$150,000 to support Pflag Canada chapters from coast-to-coast-to-coast and promote their peer-to-peer support meetings
- Enabled crucial connection points that allowed Pflag to offer support services across the LGBTQ2S+ community

OUR CUSTOMERS

What does it mean for our customers, in their every day?

What matters to our customers matters to us. By putting customers first in everything we do, we can connect Canadians to a world of possibilities. That's our top priority, and it comes to life in different ways.

Great customer service from our all Canadian-based frontline teams helps small business run. Network leadership helps families connect reliably anywhere, anytime. Better accessibility ensures more Canadians can tap into the networks they need to work, learn and live however they need, wherever they are. Ensuring a broad range of product and content diversity creates a more inclusive customer experience that cultivates important dialogue. Achieving all of this while fundamentally committing to protecting privacy, and bolstering cybersecurity, is everything.

Our customer priorities are in three areas:

1. Customer service
2. Network leadership
3. Privacy and cybersecurity



1 Customer service.



Why is this important?

Every customer interaction is an opportunity to influence the way our brand is perceived and experienced. From the quality of our content to the quality of our service: the way we create value for our customers helps build loyalty, and fosters long-lasting relationships. Doing that requires clear, simple, fair transactions right across the board, as well as providing products and services that people can count on.

What is our approach?

- Put customers at the centre of what we do, always
- Prioritize products and services that lead in value and customer experience
- Seek to understand our customers and our frontline teams to continuously improve end-to-end experiences

- Build momentum by highlighting advances we're making, and profiling unique customer stories, so our people can understand the strides we're making
- Track customer experience against metrics (like subscriber churn or likelihood to recommend rates) and adapt accordingly
- Demonstrate tone from the top and reinforce the importance of customer service by aligning customer-facing teams to report to our Chief Customer Officer; President, Wireless; President, Connected Home; and President, Rogers for Business, – each reporting directly to our CEO

Delivering on our 2020 commitments

Creating seamless, best-in-class customer experiences is ongoing. Every day, and every year, we seize new opportunities to move the needle on customer experience. In 2020, we:

- Responded to a total of 196,632,327 frontline customer requests
- Temporarily waived Canadian long-distance voice calling fees for wireless, home phone, and small businesses for Rogers, Fido and Chatr customers from mid-March until the end of June
- Temporarily removed data usage caps for Rogers and Fido customers on limited home internet plans from mid-March until the end of June, so they could connect without worrying about Internet overage charges
- Ensured that no Rogers and Fido services were suspended or disconnected for any customer experiencing financial difficulties, as well as offered more flexible payment options for customers facing financial uncertainty due to COVID-19 from mid-March until the end of June
- Launched free access for Rogers TV customers to a rotating selection of channels from mid-March until the end of June
- Through its commitment to waive *Roam Like Home*™, *Fido Roam*™ and pay-per-use roaming fees from March 16 to April 30 in more than 180 countries, Rogers helped more than 150,000 Canadians stay connected at no additional cost while they made their way home
- Continued news reporting across our media assets with radio and television broadcasting as an essential service and created original content and programming for *Sportsnet*™ viewers given the suspension of live sports during the COVID-19 pandemic
- Sent 7,000 frontline team members kits and support in just six weeks and adopted a virtual coaching model to accelerate work-from-home arrangements in the face of COVID-19 to continue to provide exceptional customer service and support our team
- Repatriated 100% Canadian-based customer care agents as part of a multi-year plan to improve the customer experience and do the right thing for Canada



- Saw customer complaints (as reported to the CCTS) grow by 4%, while industry-wide complaints decreased by 19%
- While complaints to Fido increased year-over-year and Rogers complaints decreased from the prior year, the number of complaints we received remains below our market share
- The most common complaints reported to the CCTS related to disputes over non-disclosure of terms/misleading information about terms and incorrect charges
- As a result of more people working and learning from home, the industry also saw an increase in complaints about home Internet service quality
- Kicked off a new approach to training our AI virtual assistants to make sure they deliver the best possible customer experience. That entailed comprehensively overhauling our AI virtual assistant content and journeys for Rogers and Fido.
- Expanded our Voice of the Frontline program (which launched in 2018). This fulsome program encourages those closest to our customers to share ideas, provide feedback and leverage what they know to shape the customer experiences we design, and flag concerns.
- Waived long-distance and SMS charges in the wake of the explosion in Beirut, Lebanon, to help Canadians stay connected with loved ones there. Charges were waived on all mobile, business and home phone calls, as well as SMS messages to Lebanon for Rogers, Fido and Chatr customers.
- Launched the Holiday Harmony Project to spotlight diverse, Canadian-owned businesses and connect them to consumers during the holiday season. This was a partnership between our Employee Resource Groups (ERGs) and *Breakfast Television*™.

Our performance trends	2020	2019	2018	2017
Customer retention – Wireless monthly churn rate (postpaid)	1.00% ⁺	1.11%	1.10%	1.20%
Customer retention – Wireless monthly churn rate (prepaid)	4.38% ⁺	4.86%	4.38%	3.48%
Complaints accepted by The Commissioner for Complaints for Telecom-Television Services (CCTS) ¹	2,987 ⁺	2,866	2,258	1,641

¹ Complaints measured from August 1 to July 31 annually; 2017 includes Rogers, Fido, Mobilicity, and Chatr complaints; 2018, 2019 and 2020 includes Rogers, Fido and Chatr complaints
⁺ Independently assured in 2020.



2

Network leadership.



Why is this important?

The strength of our networks ensures Canadians can connect with what matters most to them in a changing world. Whether that means supporting the transition to remote work and virtual learning or enabling 5G to transform the way Canadians compete on the global stage: network strength will power and connect us.

As the pandemic hit, home Internet usage in Canada surged almost 60% as society transitioned to work-from-home and virtual schooling. Canada's networks not only met that demand but surpassed global average broadband speeds by nearly 50%.

What is our approach?

- Move full steam ahead to bring 5G to Canadians
- Invest in both the network and strategic partnerships to fuel research, incubate and commercialize made-in-Canada 5G technology
- Nurture an ecosystem of 5G partners that supports the research and development of applications for the future
- Build capacity and coverage in communities across Canada
- Reinforce our commitment to network leadership by positioning the network team under our Chief Technology and Information Officer, who reports directly to our CEO

Delivering on our 2020 commitments

As Canada's only fully-owned national wireless network, we have spent decades investing in strong, reliable networks that are world-class which will help fuel future prosperity tomorrow. In 2020, we:

- Invested \$1,100 million in capital expenditures to build capacity and speed in our wireless network. This is about continuing to deliver reliable experiences and supporting growth in data consumption.
- Named best wireless network in Canada for the second consecutive year by global network benchmarking company, umlaut
- Ranked first in the West and in Ontario by the J.D. Power 2020 Canada Wireless Network Quality Study
- Delivered the most consistent speeds of any national wireless network in Canada in Q3 and Q4 of 2020, with most consistent broadband speeds according to Ookla™ Speedtest
- Extended our Rogers 5G network, powered by Ericsson, to reach more than 640 Canadian communities and 47% of the population

- Marked an important milestone in our evolving 5G network by rolling out the first 5G standalone core network in Canada covering Montreal, Ottawa, Toronto and Vancouver
- Partnered with Ryerson University, the University of Waterloo and the University of British Columbia as well as incubators, start-ups, businesses and the Government of Canada to unlock 5G's full potential, and position Canadians to lead in the digital economy
- Through our partnership with the University of Waterloo, we have funded five joint research and development projects with 5G technologies including the use of 5G to provide high speed wireless services in rural and less-fortunate areas
- Launched Canada's first 5G pilot of smart city transportation technology in a real-world setting, together with the University of British Columbia in downtown Kelowna
- Worked with InDro Robotics to deliver medical supplies to the remote island of Penelakut using drone technology during the height of the first wave of the COVID-19 pandemic when ferries were not operating
- Introduced wireless home broadband Internet services to more than 100 communities in Southwestern Ontario

- Partnered with Southwestern Integrated Fibre Technology to invest \$12 million in five projects that extended our network in Ontario by 123.8 km, giving 3,100 more homes and businesses access to Rogers Ignite services
- Independently invested \$10 million to expand our existing fibre optic network to Horseshoe Valley in Simcoe County, Ontario that connected 57.5 km of underserved roads and allows more than 2,900 homes and businesses to access our services
- Continued upgrading our hybrid-coaxial infrastructure with additional fiber deployments and further DOCSIS technology enhancements to deliver more bandwidth and an even more reliable customer experience
- Employed our platforms and assets to share stories, encourage conversations and inspire change on important issues around social justice, equality, inclusion and more. For example, Cityline's YouTube series #Citylinereal on race; our sponsorship of the digital series 'How She Hustles', which highlights women entrepreneurs from diverse and underrepresented communities with small businesses; OMNI's upcoming anti-racism specials in Italian and Punjabi; and Sportsnet's *Top of Her Game™*, exploring the lives, careers and accomplishments of women athletes.

Our performance trends	2020	2019	2018	2017
Capital expenditures (in millions of dollars)	2,312 ^o	2,807	2,790	2,436
Approximate percentage of Canadian population covered by Rogers LTE network)	96%	96%	96%	96%
Approximate percentage of Canadian population covered by Rogers 5G network	47%	0	0	0

3

Privacy and cybersecurity.



Why is this important?

Safeguarding privacy and bolstering cybersecurity are critically important. As digital technology changes, people face changing risks. When we protect and secure data, we build trusted relationships with our customers and our employees. Getting that right means continuing to evolve our privacy and cybersecurity defences to work to stay ahead of the sophisticated and shifting world of cyber threats.

What is our approach?

- Commit to our customers clearly and consistently through the Rogers Privacy Policy. This detailed statement of responsibilities and practices around the ways we protect personal information is more than a statement. It represents an important guideline for our operations in an environment where new risks regularly emerge.

- Train all our people on privacy every year as well as annual training on our business conduct policy, which highlights privacy responsibilities and practices
- Our Chief Privacy Officer oversees our compliance with Rogers Privacy Policy and all applicable privacy laws, including Canada’s Anti spam legislation
- Structure our information and cybersecurity teams to report to our Senior Vice-President of Information Security and Chief Information Security Officer, who reports directly to our Chief Technology and Information Officer to reinforce our emphasis on this critical area
- Take reasonable measures to secure and maintain privacy of personal information in our custody and control. We create safeguards and processes to help protect that data and minimize risk of unauthorized access.
- Maintain strict protocols to manage any suspected privacy incidents. This includes encouraging the reporting of any incident to the Rogers STAR Hotline and/or our cybersecurity team to investigate, assess and implement mitigation strategies to mitigate risk.
- Our cybersecurity team closely monitors emerging threats and continually introduces new controls to protect our customers
- Work with suppliers, governments and other telecommunications providers and industry partners to help keep networks safe and secure. Every device we sell meets Government of Canada standards, and is certified for use in Canada.

Our performance trends	2020	2019	2018	2017
Well-founded privacy complaints with the federal Office of the Privacy Commissioner	0	0	1	0

Delivering on our 2020 commitments

Privacy and cybersecurity are top priorities. We’re continuously evaluating our processes and approach to ensure what we do now will help keep data safe down the road. In 2020, we:

- Implemented a robust data privacy governance framework. This includes guiding principles for responsible data use.
- Updated the Rogers Customer Privacy Policy
- Created an Employee Privacy Policy and developed an internal, company-wide online privacy hub
- Refreshed the content for our annual mandatory employee privacy and cybersecurity training program
- Enhanced the privacy resources on Rogers.com to support our customers with additional information around our approach to managing their privacy

Advocacy and engagement help us connect the dots on privacy

Our strategy begins and ends with our customers, and extends to the way we engage with governments, as well as industry associations and initiatives. We want to make the entire industry stronger, safer and better. When we engage to make that happen, we create next-level value that we hope will have a positive ripple effect for years to come.

In 2020 we:

- Contributed insights to Innovation, Science and Economic Development Canada’s (ISED) review of the Personal Information Protection and Electronic Documents Act, the private sector privacy law that governs us. We submitted comments to ISED’s consultations on Strengthening Privacy for the Digital Age - Proposals to Modernize the Personal Information Protection and Electronic Documents Act. We also contributed to various Office of Privacy Commissioner projects, including the [consultation on transfers for processing](#) and the call for [proposals for ensuring appropriate regulation of artificial intelligence](#).
- Served on the Steering Committee of the Canadian Anonymization Network. This group of large-scale data custodians promotes anonymization as a means of leveraging data in ways that benefit the economy and society, while respecting privacy.
- Chaired the Canadian Marketing Association’s Privacy and Data Committee, as well as the Canadian Wireless Telecommunications Association’s Privacy and Security Committee
- Continued to help develop a robust cybersecurity ecosystem in Canada through our multi-year founding partnership with Ryerson University’s *Rogers Cybersecure Catalyst™*
- Our focus spans training Canadians for careers in cybersecurity, educating small-to-medium-sized business leaders and vulnerable populations (such as young people, or senior citizens) on cybersecurity, and applying research and development in the field of cybersecurity. We continue to establish partnerships that drive industry leadership and cybersecurity research and development.

OUR PEOPLE

How do we make more possible for our people, at work and beyond?

People power our organization. On the frontlines. In the home office. Through every customer touchpoint, creative idea and community contribution: they represent the essence of who we are and what we stand for. Each employee makes us – and the communities and customers we serve – stronger.

When we invest in our team, we invest in the future of our organization, and our country. That’s why it is vital for us to create a high-performing culture where everyone feels they belong and can bring their best authentic self to work. It is essential that we commit to cultivating an inclusive and engaging culture where true diversity of thought can flourish. By training, developing and celebrating our people, we are growing a future-forward organization capable of propelling progress.

For more information about our Inclusion and Diversity initiatives and results, see Governance section of this report.

Our people priorities centre on three areas:

- 1. Talent attraction, employee engagement and retention
- 2. Safety and well-being
- 3. Human capital development



1 Talent attraction, employee engagement and retention.



Why is this important?

Employee engagement affects our ability to deliver out in the field, every day. When people feel connected and engaged with the organization, they can develop fulfilling careers grounded in growth, development and a sense of belonging. That impacts the way they serve customers, build solutions, and support the broader community as strong ambassadors of the Company. In 2020, we had a best-in-class employee engagement score.

Additionally, attracting and retaining top talent is complex, particularly for highly-skilled technology positions. As the pandemic eventually recedes, and the market moves toward a recovery phase, our ability to continue growing our workforce will be critical to our long-term success.

What is our approach?

- Strive to be a destination of choice for today’s workforce, and tomorrow’s leaders
- Offer a holistic employee experience built on inclusion, moved by collaboration, and guided by development opportunities, competitive compensation and rewarding careers
- Emphasize the importance of this priority area by empowering our Chief Human Resources Officer to oversee talent management. The Human Resources Committee reviews, approves, and, if applicable, recommends changes to the Company’s executive compensation and severance policies to ensure that such policies are designed to provide the CEO and the employees of the Company and its subsidiaries with fair and competitive compensation.
- Invest in opportunities that help our people build skills, capabilities and careers
- Maintain the Rogers Total Rewards program to attract and retain leading talent, and recognize employees for achieving winning results while clearly demonstrating commitment to our corporate values
- Involve our people in the policies, programs and targets we set to align what we do with what they value most
- Communicate transparently with our people about where we stand, and how we hope to improve



Delivering on our 2020 commitments

Employee feedback and market research tell us that investing in employee development programs can have a significant impact on our ability to engage talent and create an environment where they want to grow their careers. In 2020 we:

- Reclaimed certification for Canada’s Most Admired Corporate Cultures by Waterstone Human Capital
- Received Canada’s Top 100 Employers Award for the eighth year in a row, by Mediacorp Canada Inc. and Best Diversity Employers in Canada
- Experienced great employee engagement. The results of our annual employee survey show that employee engagement is stronger than ever at 87%[⚡] across the company, up two points from last year and seven points above best-in-class as defined by Qualtrics. This is particularly poignant in 2020, when all people faced new challenges and complexities.
- Recorded an all-time high score of 91% for employee pride in a company-wide pulse survey during the first months of COVID-19. At six points above best-in-class, we are particularly proud to have achieved such a remarkable result, in such remarkable times.
- Voluntary turnover was 9.5%[⚡], down 5.1% from 2019. In addition, our internal talent mobility increased from 35.1% to 52.6%.

- Rogers Total Rewards investment in our full-time and part-time employees, including salaries and benefits but excluding payroll taxes, in 2020 was \$1,170 million. The program includes health benefits, adoption and surrogacy benefits (new in 2020), generous employee discounts, and a competitive wealth accumulation program that consists of a pension plan, a share accumulation plan, a tax-free savings account, and a group RRSP.
- Recognized 54 individuals and 19 teams (which includes 898 team members) who live our values through our internal corporate recognition program, the Ted Rogers Awards. Winners have displayed outstanding commitment to customers, created new benchmarks for success, led innovative initiatives and made impactful differences within their communities.
- Hired over 130 talented new grads from 28 universities and colleges across Canada into our New Grad Leadership Development Program
- Significantly improved on turnover for hot skills teams in our digital and cybersecurity fields, which decreased year-over-year as we help employees build skills to keep up with current trends in emerging technologies

- Accelerated progress to offer increased flexibility through work-from-home programs as 90% of our employees embraced remote working during the COVID-19 pandemic. That included about 7,000 frontline customer solution specialists.
- Supported and informed employees on the evolving COVID-19 pandemic by delivering enhanced programs and employee communications with 87% of our teams reporting feeling supported on well-being and work-life balance during the pandemic
- Extended our employee virtual healthcare solution to give employees and their families quick access to healthcare professionals during COVID-19
- Held 85 Inclusion and Diversity events and listening sessions through our ERGs
- Launched *For the Love of Work*™, made Possible by Rogers, a podcast that explores key themes at the heart of a winning employee experience, including resilience, Inclusion and Diversity, and values, to attract talent and build pride within our team. This initiative ranked top five in the Careers Canada charts on Apple Podcasts from October to December 2020.

Our performance trends	2020	2019	2018	2017
Employee engagement score	87% [⚡]	85%	82%	79%
Participation in the employee engagement survey	84% [⚡]	85%	86%	85%
Voluntary turnover rate	9.5% [⚡]	14.6%	13.6%	15.6%



2

Safety and well-being.



Why is this important?

Safe work environments have always mattered. But in many ways, they represent just one piece of the puzzle. We’re on a dedicated journey to support our employees’ overall safety and well-being. That means their safety, and mental and physical well-being at work and in their personal lives.

What is our approach?

- Prioritize our team’s safety and well-being – especially in the face of the COVID-19 pandemic
- Evolve our programs, resources and support with new and changing societal challenges that may impact our people
- Promote Thrive, our safety and well-being brand, offering resources to support safety and the mental, physical, and financial well-being of our employees and their families
- Continue to focus on providing and maintaining safe working environments for our employees, volunteers, contractors, visitors and members of the public. Our robust, risk-based safety management system

- identifies our greatest safety risks, with the aim of preventing injuries through integrated programs. It also includes auditing our performance to drive continuous improvement.
- Govern this priority area through our Safety Executive Council, which includes senior executives and oversees strategy, programs and performance. Our Policy Committee guides our national safety policies. Our Workplace Health and Safety Committees and Representatives, and our Thrive volunteers, support our programs at the local level. Taken together, this oversight ensures we’re always addressing safety concerns and opportunities, and the safe management of our facilities.

Delivering on our 2020 commitments

- Caring about the people we work with – and the loved ones they care about – is foundational to what our organization is all about. It’s one more way we can help our people to succeed at work, and in life. In 2020 we:
- Generated 10 and 15 point increases in the well-being and work-life support categories of our employee survey scores, respectively. They now sit at 83% each.
 - Saw a decrease in occupational lost time, largely down due to the dramatic move to work-from-home, and the reduction of field-based activities, resulting from the pandemic. In 2020, the lost time incident rate was 0.37[✱]. The main drivers of occupation-related absence this year were consistent with prior years, including slips, trips, and falls, ergonomic injuries, and mental health impacts of third-party workplace violence.
 - Tracked improvements across our safety focus areas
 - Developed and implemented a COVID-19 Health & Safety response for all employees to limit the spread of COVID-19, which included redesigning Rogers retail stores with customer, neutral, and employee zones, and new cleaning processes

- Created self-serve options for Rogers customers (self-install, drop and go, technology to install from outside a customer’s home), and provided enhanced PPE and training to those going into higher-risk environments such as long-term care homes
- Launched employee pay protection for COVID-19 illness, allowing all full-time and part-time employees up to two weeks of full pay for absence due to COVID-19 (without needing a doctor’s note) as well as sick leave. This included anyone symptomatic or exposed or identified as a potential contact, going beyond Public Health requirements.
- Rolled out a new National Wellness Fund. This provided employees and their families with additional benefits, such as increased mental health coverage and virtual healthcare, to help manage during COVID-19, and beyond. This included virtual access to health and wellness tools through Lumino, and Headspace.
- Launched a Safe Work-from-home (WFH) ergonomic support program, which offers employees access to training, tools, and office equipment for their home workstations in order to support their comfort and safety
- Provided employees with a WFH safety toolkit, and access to FAQs and tips on home office safety, including safety, preventing slips, trips, and falls and fire safety
- Offered free virtual Thrive Fitness classes to employees and their families, to support their overall health and well-being
- Rolled-out Rogers Winter Well-Being Plan, which provided all employees access to intentional planning tools, recognizing the difficulties that employees could face through the COVID-19 lockdowns in the winter months
- Offered 26 COVID-19 Information Sessions to our employees, with an average attendance per session of 2,000, aimed at connecting our people with well-being experts who could share knowledge and advice
- Offered people leaders specific training on mental health, to help them guide and support teams throughout the pandemic
- Shared ongoing updates from our Chief Human Resources Officer to ensure our people felt informed and supported by our policies, safety procedures and resources to support their physical and mental well-being, as well as that of their families

Our performance trends	2020	2019	2018	2017
Work-related injuries:				
Lost time incident rate (<i>hours per 200,000 hours worked</i>)	0.37 [✱]	0.40	0.38	0.36
Fatalities	0	0	0	0
Number of Workplace Health & Safety Committees across Canada	56 ¹	70	60	60
Number of Thrive Ambassadors and Primes across Canada (includes 27 Thrive Primes)	189	172	171	106
[✱] Independently assured in 2020. ¹ Decline in part due to COVID-19				

3

Human capital development.



Why is this important?

Development happens through many shapes and forms. By investing in relationships, cultivating rich experiences and providing formal training, we can build stronger teams.

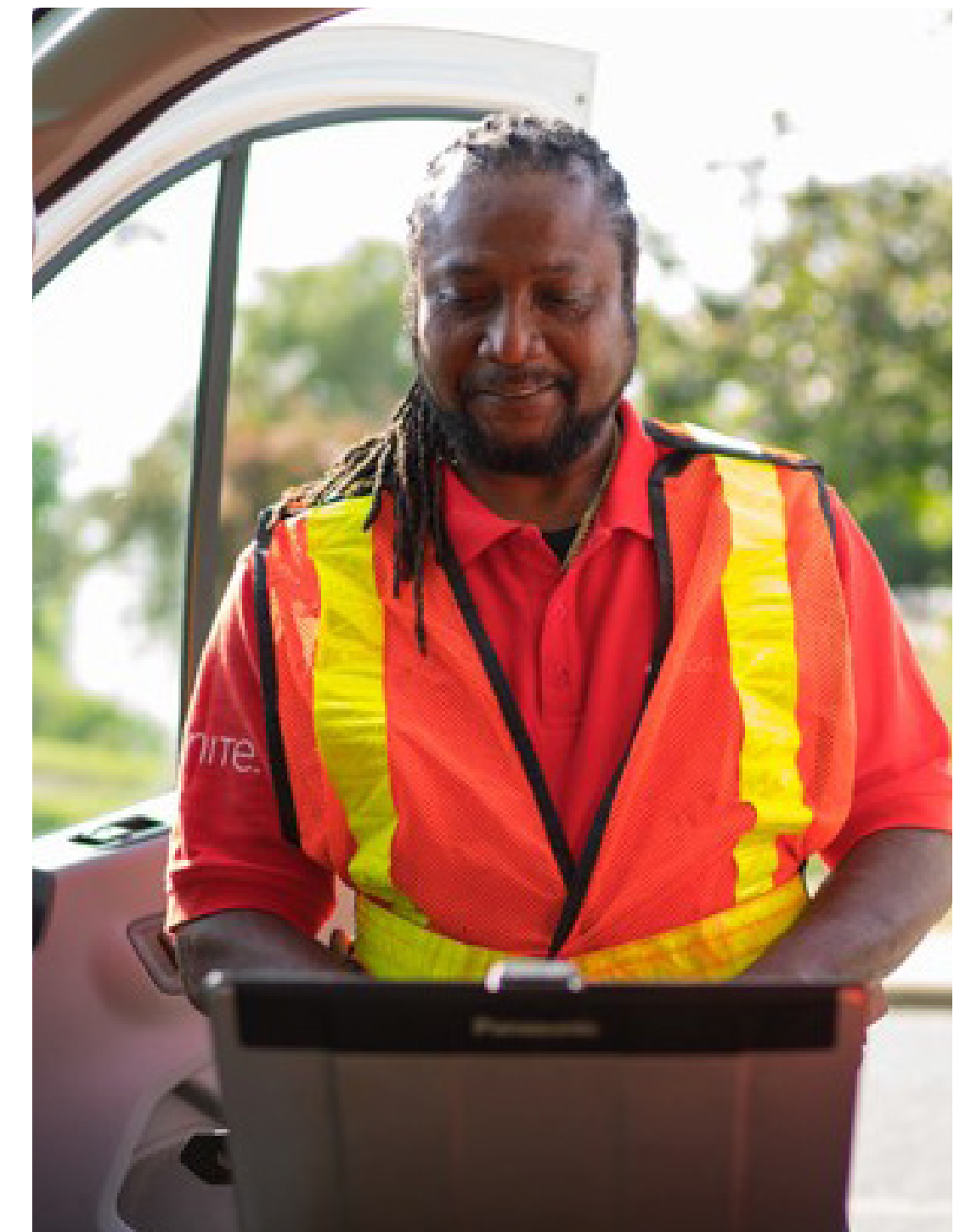
What is our approach?

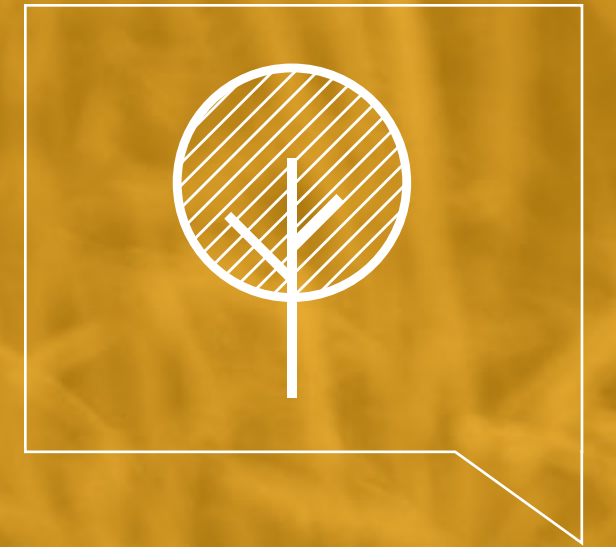
- Build a strong foundation across our training and development programs so we can continue to evolve our offerings
- Take a comprehensive view of development that blends formal and informal opportunities to learn, supported by top-down and bottom-up coaching, mentorship and guidance
- Ensure all employees receive performance reviews on an annual basis

Delivering on our 2020 commitments

Having strong teams drives our overall ability to compete, perform and succeed. In 2020, we:

- Invested \$35 million in training, amounting to \$1,487 per employee
- Supported our employees in completing over 580,000 training and development sessions online and in person which totalled more than 800,000 hours of learning and development
- Enabled frontline representatives to learn new skills from home through the launch of our Virtual Customer Experience Lab, and the support of a co-pilot who virtually guided people through the process
- Launched a new Learning Experience Platform. This made curated learning paths easier to access, and created 24/7 availability.
- Initiated weekly, on-demand webinars to address our workforce's changing needs in light of social and cultural environments (e.g. psychological safety, interrupting bias, resilience, career development in times of change, etc.)
- Developed an advanced immersive Career Development tool for Directors and Senior Directors
- Transitioned targeted top talent programs to compelling virtual experience formats
- Transitioned our national onboarding program to a virtual experience, while maintaining Day 1 equipment provisioning for all new employees





Environmental stewardship is a sustained commitment.

Our collective focus on the climate has become even more important as COVID-19 disrupted communities, markets and economies in Canada and beyond. As an organization, we can embrace this moment to help spur the kind of green recovery the world needs. That starts by prioritizing our efforts to manage our resources, operations and broader engagement with renewed purpose, and true long-term vision. We seek to be an environmental steward our people and our customers can count on, in the decisions we make, in the markets where we operate.

02

ENVIRONMENTAL



Why is this important?

The choices we make can potentially enable our residential and commercial customers to make an equally important difference for the environment. When we lead by example, advocate for change and share that purpose with the market broadly, we can inspire others to ramp up their efforts at the same time. Doing so speaks boldly to who we are, what we stand for and the way we define long-term value.

What is our approach?

Set policies, processes and practices

- Cement our commitment to conduct business in an environmentally responsible manner through our Rogers Environmental Policy. This outlines our environmental responsibilities, continually striving for improvement in our environmental performance and fostering a corporate culture of environmental awareness through training, communications, and employee compliance. We apply this policy to all our subsidiaries, divisions, and employees and use it to help govern activities of our supply chain partners. We review the policy annually to make sure it meets all legislative requirements as well as our commitment to our Environmental Management System (EMS), and that it's accessible to all employees.
- Ground what we do in our Rogers EMS which outlines the processes and practices we've established to mitigate environmental risks, improve business efficiency and drive environmental progress and performance. Our EMS aligns to the internationally recognized ISO 14001 standards and includes our Environmental Policy and 25 EMS procedures-reviewed annually by our environmental compliance team and a third-party advisor. This living, breathing system is always evolving to ensure it remains reflective of any operational changes, or legislative updates. Our EMS and the related review process is our true north on environmental priorities.

Embed performance by engaging the business

- Embed our environmental performance as a fundamental organizational priority. We engage business leaders across Rogers to help identify environmental issues most relevant to them. Energy use, climate change and waste reduction continue to be identified as our highest material topics relevant to all key stakeholders.

- Set priorities by conducting an annual materiality assessment. This is how we identify key topics and concerns from internal and external stakeholders.
- Reinforce environmental responsibilities to our employees and suppliers within our [Rogers Business Conduct Policy](#) as well as the [Supplier Code of Conduct](#), which aims to minimize the adverse effects on the community, environment and natural resources
- Manage our Corporate Environmental Program within the Corporate Real Estate team, under the Energy and Sustainability team. Oversight and guidance is provided by three standing environmental committees: The Energy Executive Council; The Energy Operations Committee; and The Environmental Compliance Committee. These committees set the tone from the top. They are comprised of cross-functional senior representatives from across the organization to support decision making that advances our strategies and program effectiveness. Further, they enhance collaboration and awareness across the organization; and inform our Executive Leadership Team on important environmental issues that may affect our business and reputation within the Information and Communications Technologies (ICT) industry and the broader marketplace.

Disclose our progress

- Expand our disclosure to support the TCFD Recommendations. We piloted a TCFD reporting initiative to benchmark our support level against reporting.
- Disclose transparently to ensure our reporting remains relevant to key stakeholders





The following table represents our key environmental performance metrics. For further details on our full list of performance highlights, refer to our ESG Data Sheets.

Our performance trends	2020	2019	2018	2017
Greenhouse gas emissions (in tonnes of CO₂e)				
Scope 1 (e.g., stationary combustion, mobile fuel, fugitive emissions)	29,456	33,300	34,395	31,297
Scope 2 (electricity purchases)	118,662	122,903	131,940	124,279
Total Scope 1 & 2	148,118	156,203	166,335	155,576
Scope 3 (e.g., business travel, paper use, employee commuting, office waste)	23,565	62,689	69,166	72,111
Total GHG emissions	171,683	218,892	235,501	227,687
Energy use (Gigajoules)				
Direct energy use	507,968	579,491	550,168	543,911
Indirect energy use	3,930,372	3,967,890	3,706,444	3,539,377
Total energy use ¹	4,438,340	4,547,381	4,256,612	4,083,288
Waste and Recycling (in tonnes)				
Recycled	3,695	5,237	5,195	5,029
Waste sent to landfill	1,727	4,156	3,696	3,083
Total waste generated	5,422	9,393	8,891	8,112
Diversion Rate	68%	56%	58%	62%

¹ Approximately 64% of the total energy data in 2020 are from actual data, with the remaining based on estimations using industry-accepted standards.

Independently assured in 2020.

Delivering on our 2020 commitments

In 2020, relative to last year, our key highlights include:

- Reduced total GHG emissions by 22%
- Reduced energy use by 2%
- Reduced waste volumes by 42%
- Reduced water consumption by 21%
- Increase % of customers receiving electronic bills to 93% (from 78%)



Our environmental approach aligns to four priorities:

- 1. Reducing our environmental footprint
- 2. Responsibly managing climate risk
- 3. Promoting energy efficiency
- 4. Strengthening awareness and empowering stakeholders

1

Reducing our environmental footprint.

When we reduce our impacts on the environment, we can create a powerful chain reaction of positive impacts across our operations and the products and services we offer to our clients and customers. Our material environmental impacts include energy use, climate change, and waste reduction. All play such a critical role in our consistent efforts to reduce our environmental footprint.



Why is this important?

How we manage our environmental impacts generated through our business operations and customer-facing services can have a real impact on climate change and our natural environment. We have a responsibility to manage water and waste sources and reduce energy and GHG emissions responsibly.

What is our approach?

- Governed by our EMS, we adhere to all applicable environmental protection legislation and regulations. Our EMS also outlines how we mitigate our risk of spills and releases and how we manage them if they happen.
- Promote a culture of environmental stewardship, encouraging all to participate in our objective of recycling 70% of our office waste, and 100% of our e-waste
- Identify all sources of waste and implement procedures to reduce or divert it through awareness and collection programs, electronic device takeback/ trade up programs, and supply chain environmental management practices

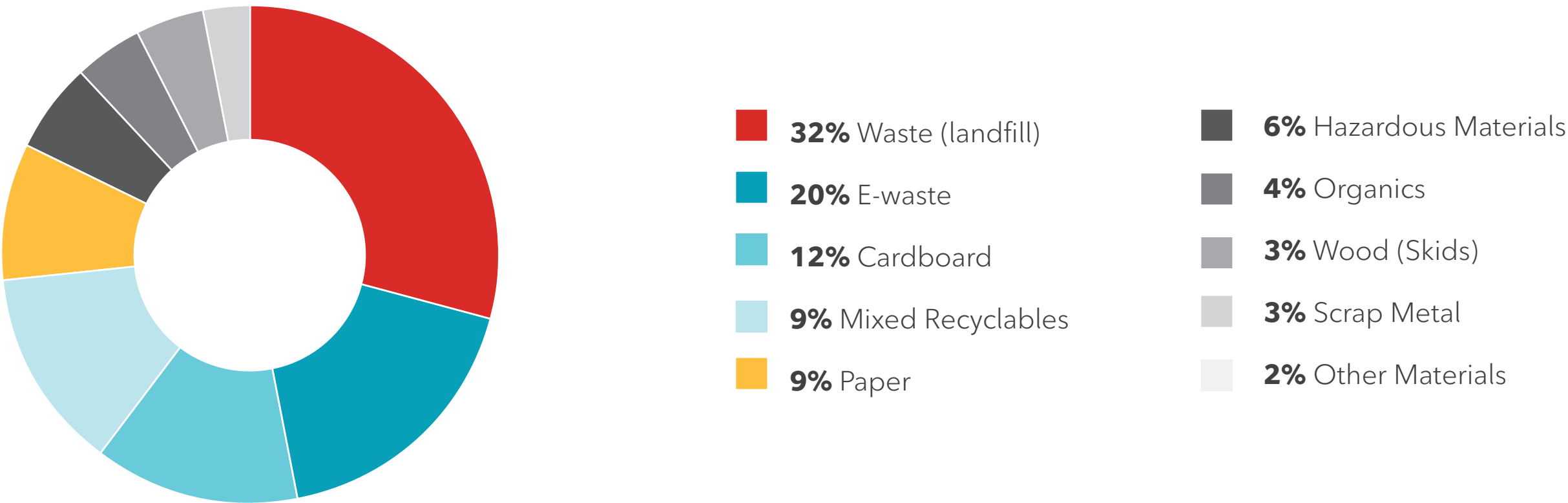
- Implement initiatives and engage our employees to help us reduce water usage. Our primary water usage is for employee needs, such as washrooms and kitchens on our premises, which were significantly reduced in 2020, due to COVID-19 restrictions.

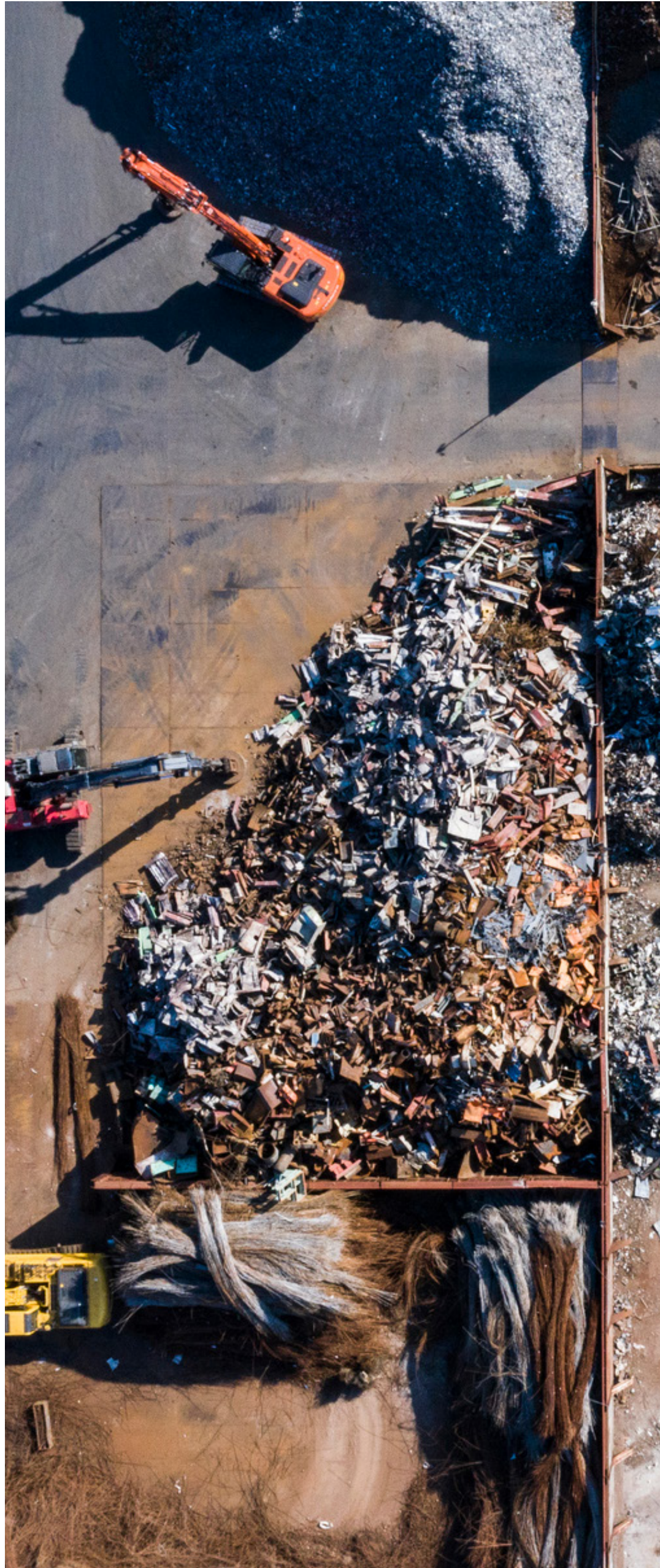
Delivering on our 2020 commitments

We continued collecting waste data throughout 2020, to make sure we had a clear view of the waste produced across all our operations even though most of our organization worked from home. To maximize efficiencies, and decrease our carbon footprint during this period, we also worked with our operations teams to review waste and recycling pick-up schedules.

Our Get Up & Get Green program – which centralizes waste and recycling units to facilitate material sorting while increasing recycling among our employees – continued to expand. In 2020, we implemented an additional 39 centralized units, bringing the program to 1,076 units across Canada.

2020 Distribution of Waste Generated

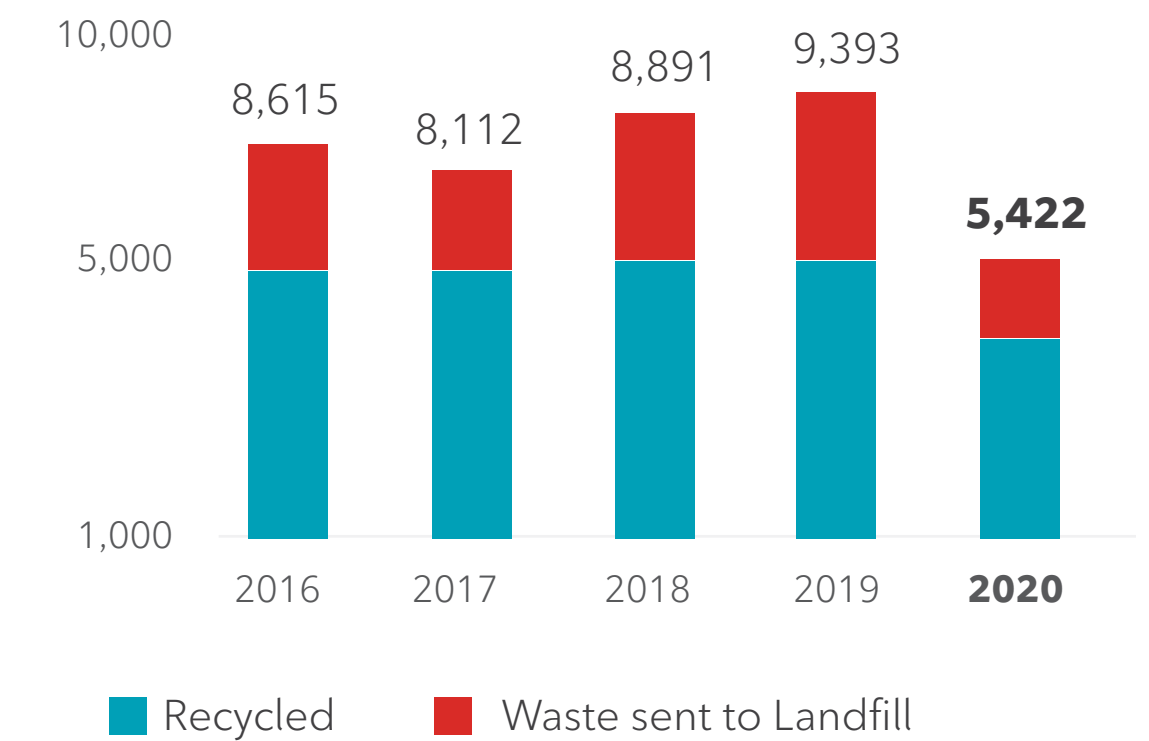




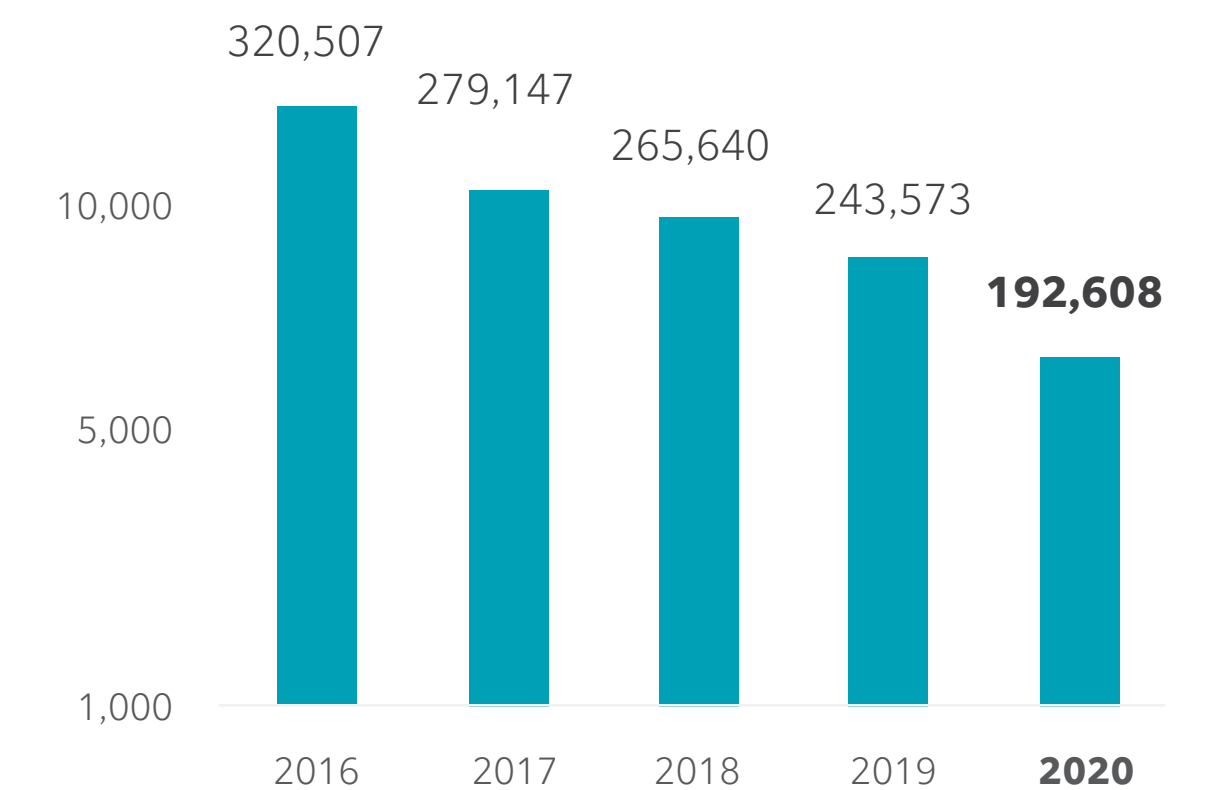
Our key 2020 waste reduction efforts include:

- Continued our ongoing workplace transformation efforts, which have collected over 3,943 tonnes of materials requiring disposal since 2015. In total we diverted from landfill approximately 96% (or 3,773 tonnes) of those materials through reuse, recycling, or donations to local charities.
- For a second year in a row, received the Major League Baseball Green Glove Award, as the *Toronto Blue Jays™* and the *Rogers Centre™* hit the highest waste diversion rate in the American League East
- Decreased the amount of waste materials generated across our operations by 42% from 2019 down to 5,442 tonnes. That's almost 4,000 tonnes less than in the previous year. This decrease was largely because the majority of our employees worked from home during the COVID-19 pandemic. Even so, our waste diversion rate increased to 68% from 56% in 2019, due to enhanced collection and diversion of electronic waste from our operations and our customers.
- Reduced our paper use by 66% from 2019. That decrease is primarily attributed to work-from-home restrictions, electronic file sharing technologies and our continued digitization initiatives
- Recycled 2,600 HVAC filters by participating in an HVAC zero-waste program
- Recycled 17,311 litres of oil, 527 batteries and 1,814 tires across our fleet operations
- Recycled 8,382 batteries from our network power supply stations
- Collected and disposed of approximately 494 tonnes of hazardous waste like batteries, compressed gas cylinders, paints, and oils. We worked with several service providers to ensure that all hazardous waste materials were properly tracked and disposed of per regulatory requirements.
- Advanced toward a more digital workplace by increasing the use of remote technologies:
 - 4.4 million Microsoft Teams meeting calls in 2020 – over 100 million minutes
 - 2.86 million content sharing sessions in 2020
- Digitized and recycled over 9.3 million sheets of paper since 2015 (equivalent to 550 file cabinets)
- In 2020 we consumed 192,608 cubic metres of water in all our operations, representing a 21% decrease from 2019 and a 48% decrease from our base year of 2011. This was due in part to installation of water-efficient bathroom and kitchen fixtures in our real estate and environmental landscaping procedures.

Waste Generated (tonnes)



Water Consumption (m³)





We continue to manage our environmental risks. Highlights of our environmental compliance metrics include:

- Managed the following spill and release incidents:
 - Zero Level 3 spills, which are reportable to Environment and Climate Change Canada within 24 hours and are greater than 100 kilograms
 - 19 Level 2 spills, which are reportable spills of 10 to 100 kilograms
 - 35 Level 1 spills, which are less than 10 kilograms and not reportable to Environment and Climate Change Canada

New online training programs developed in 2020 will launch in 2021 for employees who manage halocarbons and storage tanks. By developing this program, we expanded employee awareness and understanding the importance of preventing spills and releases.

We maintain robust measurement practices and disclose details on our energy use and GHG emissions across our buildings and retail stores, cell transmission sites, power supply stations, data centres, fleet, employee travel/commuting, and the operations of the *Toronto Blue Jays™* and *Rogers Centre™*.

Decommissioning and retrofitting are a big part of our action plan. That includes LED lighting retrofits and cooling optimization strategies across our headends. We're also decommissioning equipment for better space and energy utilization, such as HVAC units that contain R-22 (a restricted, ozone-depleting substance). At Rogers, we manage and maintain our equipment to the manufacturers' recommended standards and test it per regulatory requirements. If failures occur, we:

- Take immediate action to protect our employees, suppliers' personnel, and the environment
- Determine the root cause and outline clear actions to prevent similar releases in the future

We know it's our responsibility to help maximize the number of devices diverted from landfill. By participating in the circular economy, we also reduce production of new devices, and the resource used and GHG emissions associated with their manufacture and distribution. We ensure all our products comply with applicable safety and environment regulations and put programs in place to manage them responsibly as they enter the market. We also operate strong environmental stewardship programs to maximize the number of devices returned to us for proper diversion from the waste-to-landfill stream.

Through product takeback efforts in 2020, we:

- Collected and processed 113,447[✦] wireless devices for resale, donation, reuse or recycling. The COVID-19 pandemic restricted and limited customer return opportunities in 2020.
- We recovered approximately 48,000 resalable devices through programs run by our Rogers, Fido and Chatr brands. We recover resalable devices from customers, recondition them and offer them to other customers at a discount.
- Self-directed bulk auctions through which we have diverted approximately 63,000 devices from landfill since 2017

Our performance trends	2020	2019	2018	2017
Devices collected and processed for resale, donation, reuse and recycling	113,447 [✦]	131,502	133,784	181,773

[✦] Independently assured in 2020.
Devices collected and processed for resale, donation, reuse and recycling in 2019 to 2017 include cell phones and/or tablets collected by third-party service providers. In 2020, the scope increased to include wireless devices and the 2020 metric includes the total wireless devices collected and processed for resale, donated, reuse and recycled through our internal programs and third-party service providers.



2

Responsibly managing climate risk.

Growing demand for faster Internet speeds means we're always looking to expand our wireless network, enhance our technologies and invest in our infrastructure. Part and parcel of that reality is our commitment to doing so responsibly, mitigating increased energy consumption and GHG emissions. Through our EMS, we identify and assess how we manage our environmental impacts and risks consistently and effectively across our business operations. Because it's not just about what we do now - it's how we consistently and intentionally change what we do next that will amplify our environmental protection efforts. We recognize that the physical risk to our infrastructure caused by extreme weather disturbances related to climate change can significantly affect our ability to maintain secure communication services to all our customers including governments and health and emergency services.



Why is this important?

Climate change is a significant material risk to our businesses and society. We cannot afford to underestimate its risk on the broader market, too. At Rogers, we strive to manage existing – and prepare for increasing – climate change impacts both upstream and downstream. Many aspects of our operations are subject to evolving federal, provincial and local environmental, health and safety laws and regulations. They span a range of environmental matters – from the release of substances into the environment (and the related corrective and remedial actions we take) to the proper handling and management of hazardous substances and the reduction of waste and emissions. Taken together, these factors could lead to increased costs for compliance and utilities.

What is our approach?

- Recognize that our telecommunications networks, products and services are critical to enhancing business efficiency, and provide ways for other organizations and individual consumers to reduce their own carbon footprints and increase quality of life
- Consider many forms of challenges (emerging regulation, weather-related, technological, and market-based) as well as their effect on our internal and external stakeholders up and down the value chain. We seek to understand how each stakeholder plays an important role in managing Rogers' climate change effect.
- Manage our environmental impacts through committed resources, policies, programs and published targets all aimed at reducing our environmental footprint
- Complete an annual comprehensive carbon footprint assessment to identify sources, and measure emissions from 100% of our operations. As part of this year's third-party GHG assurance, we've adopted the ISAE 3410 used for GHG indicators. That's in keeping with our industry's accepted practice.
- Implement initiatives to reduce our emissions and enhance the energy efficiency of our operations (including owned and leased offices, retail stores, cell towers, data centres, headend facilities, warehouses, fleet vehicles and the *Rogers Centre*™)
- Consider Canadian legislation as well as leading best practices supported by the ICT industry (UN SDGs, Paris Climate Agreement and international benchmarking entities) when designing our environmental protection activities
- Stand as a member of the GSMA Climate Action Task Force, mandated to ensure the international ICT industry moves to a net-zero carbon reduction trajectory. This is one way we continue to grow our climate change risk mitigation strategies and programs and keep current with leading practices.
- Identify climate change risk and opportunities across operating units through our Rogers Energy Executive Council, Energy Operational Committee and Environmental Compliance Committee
- Provide best-in-class consumer products and services like Internet of Things (IoT) and 5G networks to assist our residential and enterprise customers in increasing efficiencies, reducing energy consumption and generating fewer direct and indirect GHG emissions

- Mandate that suppliers meet our high standards as laid out in the Rogers Supplier Code of Conduct and our master agreement for contracting in Canada (CCDC2 MA). The Code of Conduct details labour, social, human rights and environmental compliance and values we expect from partners. The contracting document specifies the supplier's need to divert all construction waste materials it can from landfills and provide a high level of reporting on those efforts.

Delivering on our 2020 commitments

Our ongoing efforts to reduce GHG emissions are bearing significant fruit. Some of this reduction is tied to favourable emission factors and source reduction in areas like employee travel, paper use and employee commuting related to the pandemic's work-from-home orders. Overall, in 2020, we:

- Emitted 171,683 tonnes of total greenhouse gas emissions (CO₂e), a reduction of 22% from 2019. This reduction is primarily attributed to our ongoing decarbonization efforts, which were heightened as a result of COVID-19, as well as favourable grid emission intensities in certain provinces.

Key highlights of our performance include:

- **Transmission Sites:** Despite a slight increase in our transmission sites' energy (1%), emissions from our transmission sites reduced by 3%, primarily driven by favourable grid emission intensities in certain provinces
- **Buildings (Office, Rogers Centre™, and Retail):** Overall emissions were reduced by 8%. This was due to decrease in energy demand from COVID-19 shutdowns and favourable grid emission intensities in certain provinces.
- **Employee Commuting:** As a result of COVID-19, in March 2020 we temporarily closed the majority of our office locations and retail stores across Canada and enabled approximately 90% of our employees to work-from-home. Consequently, our employee commuting emissions were reduced by more than 27 thousand tonnes, or down 61% from 2019.
- **Power Supply Stations:** Emissions from power supply stations increased by 5% from 2019, primarily attributed to the increase in the grid emission factor for Ontario where most of our power supply stations are located
- **Other:** Compared to 2019, reductions were also achieved through paper usage emissions (down 72%), company fleet emissions (down 6%), building waste emissions (down 67%), and employee business travel emissions (down 64%)

We achieved reductions across three core categories in 2020:

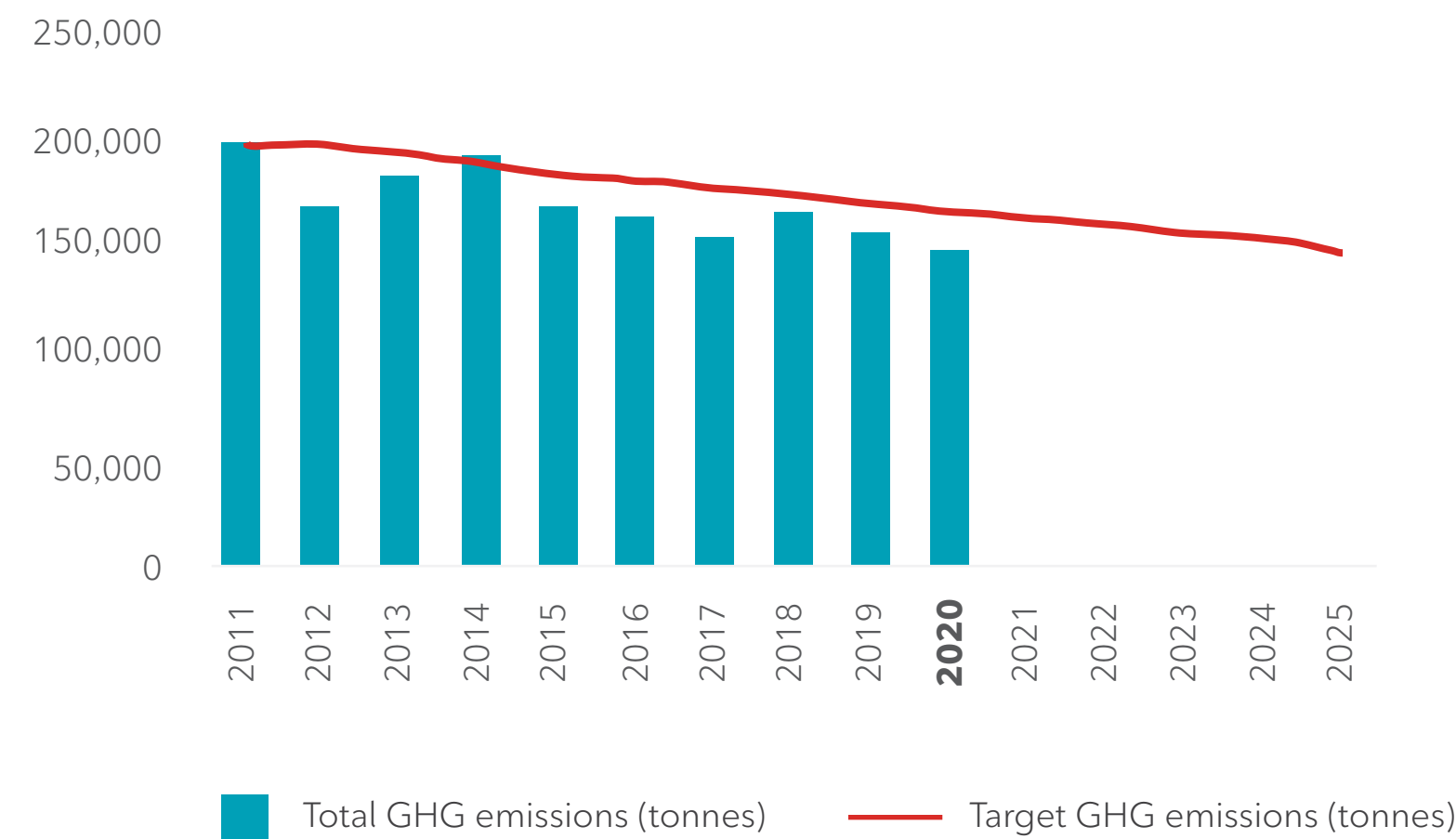
- **12% reduction in Scope 1** emissions from 2019 direct energy sources such as fuel combustion that include natural gas, gasoline, diesel, propane, and heating oil
- **3% reduction in Scope 2** emissions from 2019 indirect energy sources, such as electricity used to power our networks and offices
- **62% reduction in Scope 3** emissions from 2019 other indirect emissions sources from our downstream activities, such as employee business travel and employee commuting

In 2020, buildings, including owned and leased offices, retail stores, and the Rogers Centre™, composed the largest portion of our total emissions (39%). Emissions from our transmission sites (35%) were the second highest source, followed by employee commuting (10%), our company vehicle fleet (8%), and then all remaining emissions sources combined (8%).

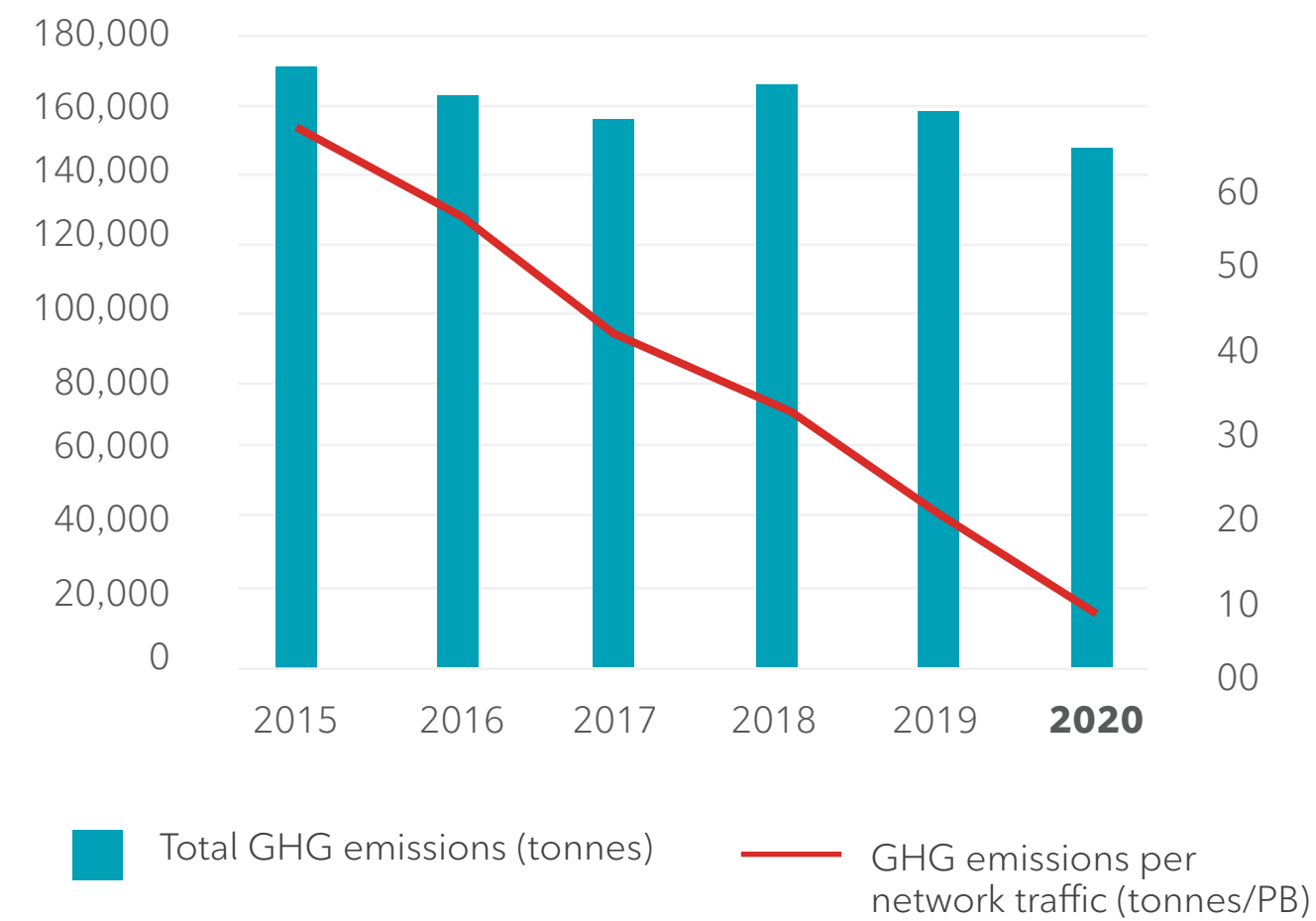
In 2012, we set an ambitious target to reduce our Scope 1 and 2 GHG emissions by 25% by the year 2025, from our base year of 2011. As of 2020, we have achieved our 25% reduction target, five years ahead of schedule. Next year we will reset our commitment to reflect our business and industry best practices.

In 2020, we began to measure our GHG emission performance relative to the growth of our network traffic (tonnes of GHG emissions/Petabyte (PB) of network traffic). Relative to 2019, our Scope 1 & 2 GHG emissions per PB of network traffic decreased by 43%.

GHG Emissions - Scope 1 and 2 (tonnes)
Actuals against Target



Rogers GHG Emissions per Network Volume (Tonnes/PB)



Our Strategic Fleet Replacement program uses analytics to target less efficient vehicles for replacement. This allowed us to target poor performing vehicles that meet our replacement parameters, which we review regularly to optimize our fleet, run efficiently and cycle out older, poor-performing vehicles. In 2020 we:

- Replaced 111 vehicles, downsizing 33 of them to vehicles with smaller, more efficient engines. This will drive additional efficiencies and GHG emissions reduction of 39,703 kilograms annually. Remaining vehicles were replaced with newer, more efficient models with similar engine size and more efficient powertrains.
- Continued to invest in technologies that reduce overall fuel consumption. That means equipping service vehicles using power inverter systems with auxiliary batteries. To date, we have retrofitted 1,475 vehicles of our total fleet of 1,980 vehicles. That reduces daily idle times by approximately two days, reducing our fuel consumption by 10%.

3

Promoting energy efficiency.

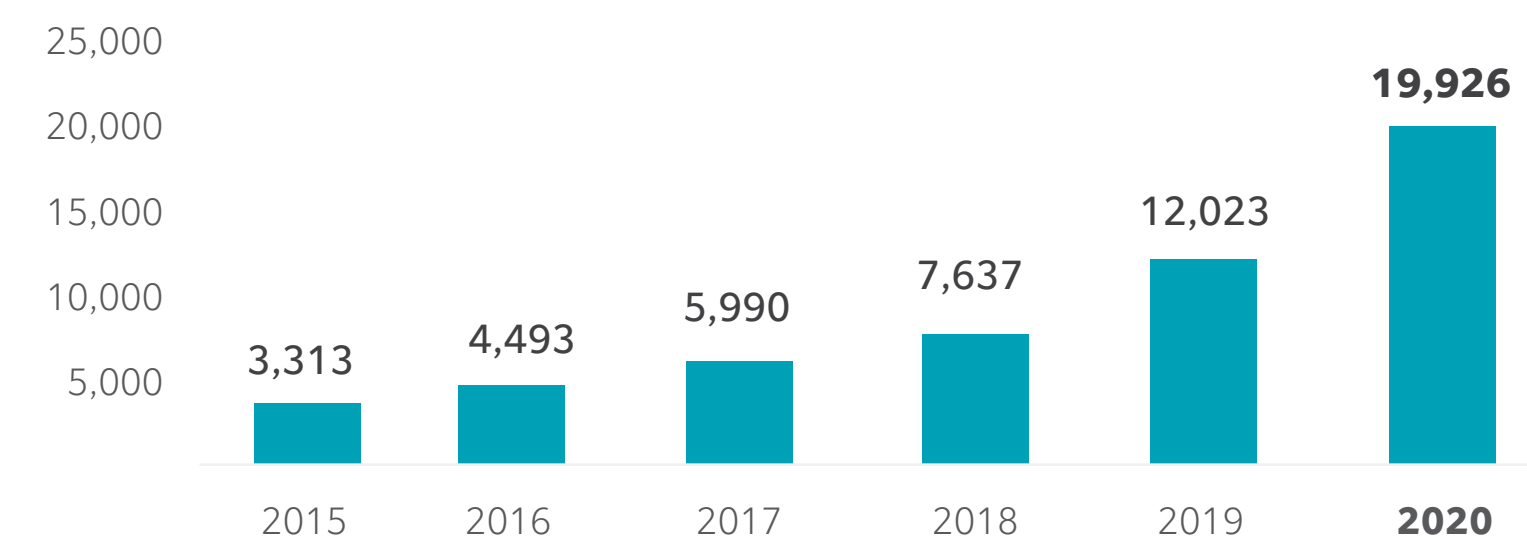
We're building long-term value by promoting and leveraging the benefits of our efficient, low-carbon solutions as we create a more sustainable future. We're achieving that through energy and network efficiencies and modernization, while helping customers transition to a low-carbon economy.



Why is this important?

We know that our energy performance is significantly influenced by our network growth and operations. Since 2015, total network traffic across our wireless network increased by 500%. That's why we maintain a strong commitment to managing energy use as we continually upgrade our networks to 5G to meet the demand for faster Internet speeds and IoT connected devices.

Network Traffic Total Annual Volume (PB)



What is our approach?

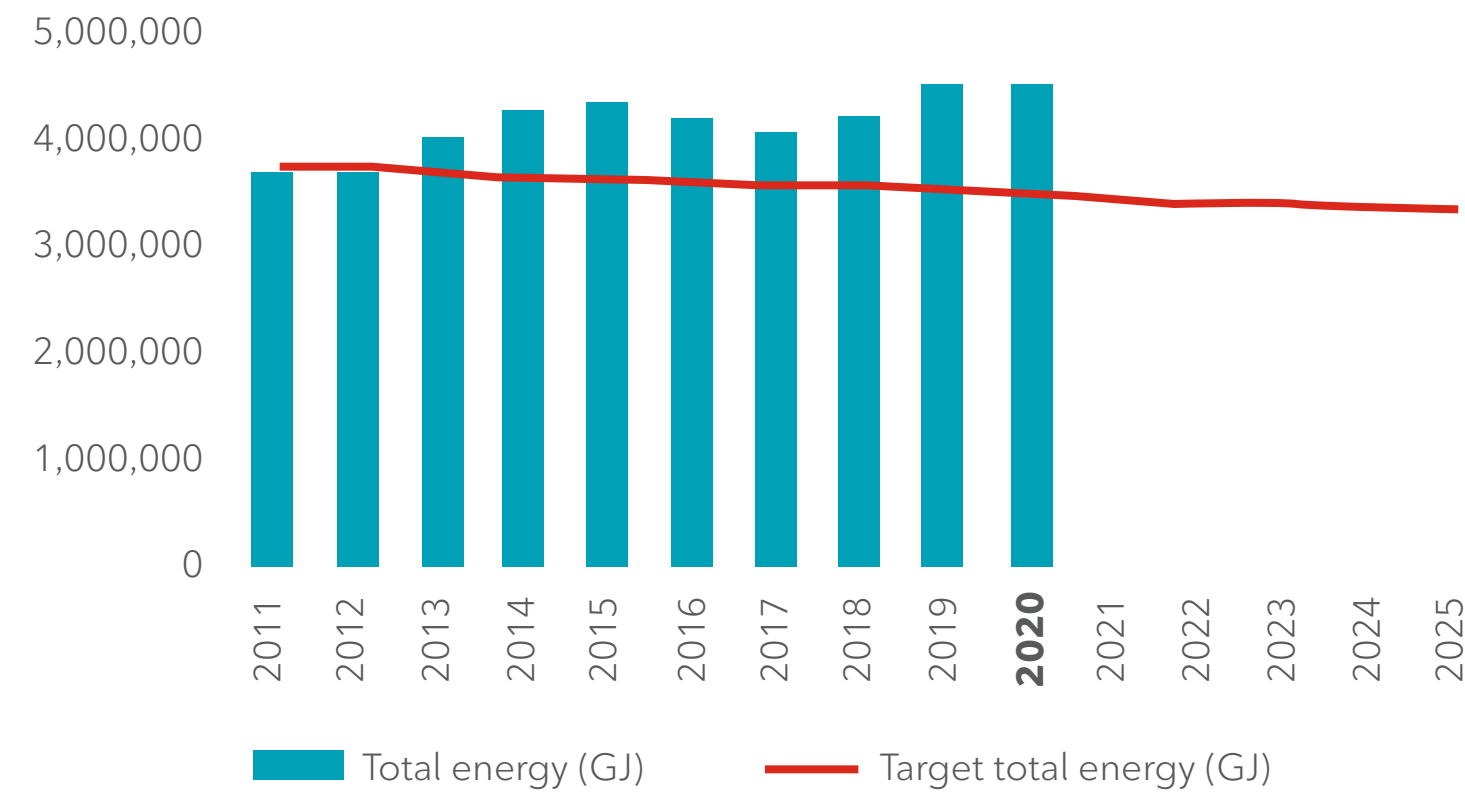
- Our Executive Energy Council and Energy Operating Committee govern our actions and decision-making. They accomplish this by continuous monitoring our energy use performance against our targets, prioritizing our actions, and collaborating through best practices sharing across our business.
- Manage our energy use through committed resources, policies and programs
- Focus our energy management approach on implementing actions that promote energy efficiencies, implement best practices, and reduce operating costs
- Prioritize and track company-wide performance across energy-related initiatives such as decommissioning of legacy equipment, network optimization, building critical infrastructure upgrades as well as LED lighting retrofits and smart controls

Delivering on our 2020 commitments

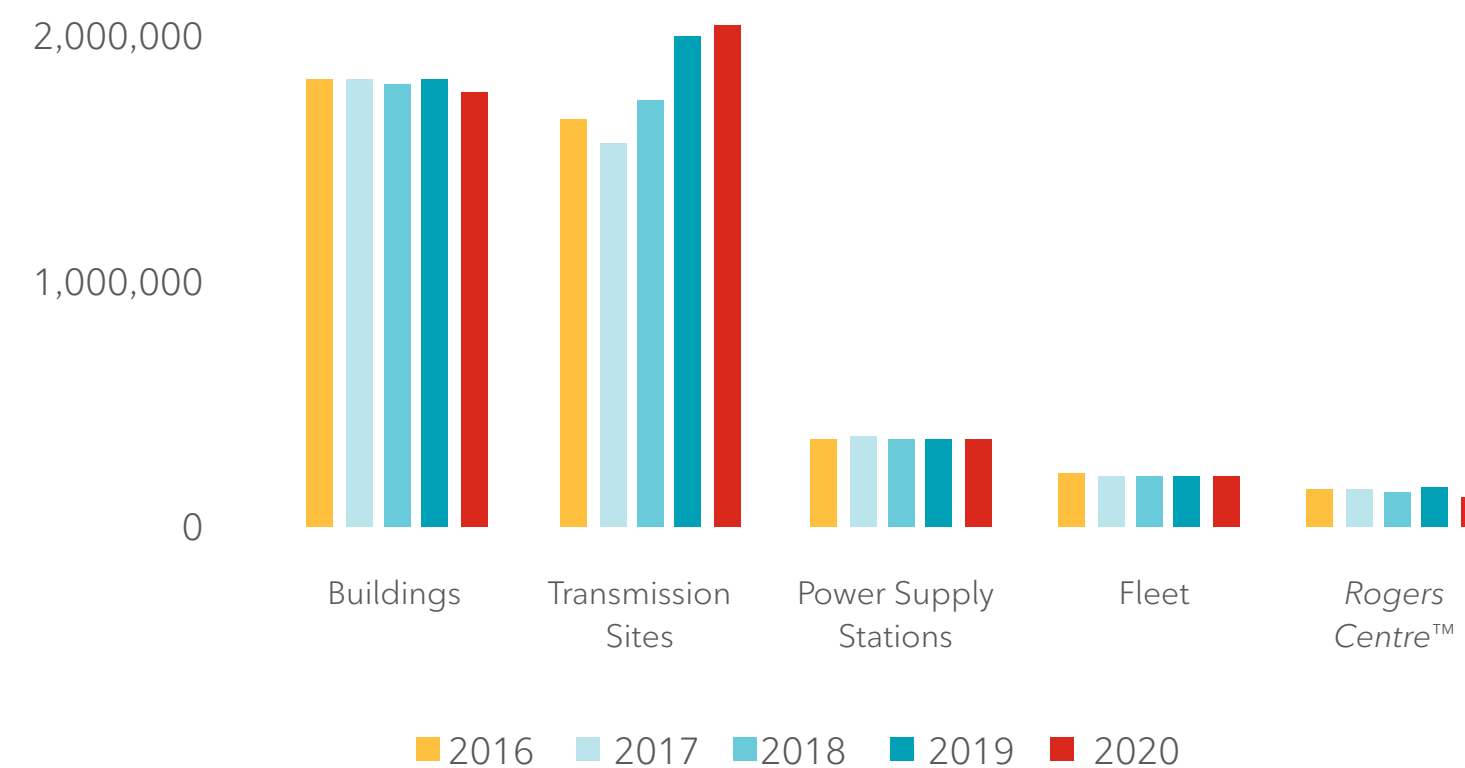
Our new energy scorecard was developed in 2020 to normalize our energy performance against network traffic. In this unprecedented year, our *Ignite TV™* subscriber base grew 67% year-over-year to 540,000 subscribers. At the same time, our business customers used fibre-based access and cloud computing to capture and share information. This combined with the rise of multimedia and Internet-based business applications drove exponential growth in data demand. By developing an energy scorecard, we enabled ourselves to track that shift and compare ourselves against our peers – all while supporting our adoption of the SASB standard. In 2020, we:

- Launched and expanded Canada's first and largest 5G network to over 640 communities and started rolling out Canada's first 5G standalone core network in Montreal, Ottawa, Toronto, and Vancouver to be ready to support future devices and chipsets as they become available
- Reduced our total energy use by 2.4% from 2019 levels at 4,438,340 GJ*. We experienced a 1% increase in energy use in 2020 across our transmission sites due to increased demand from our customers, and expansion of our network coverage with 192 additional wireless towers. This small increase was offset by reductions at our real estate locations many of which house our data centres and cable headend operations. One of our largest and most well-known sites, the *Rogers Centre™*, achieved a 31% reduction in its energy use due to the COVID-19 pandemic, and fewer events and *Toronto Blue Jays™* games.
- Approximately 88.6% of our energy use is from our electricity purchases, followed by natural gas at 6.7% and other fuels representing 4.7%
- Relative to our energy reduction target, we have increased our energy use by 18% from our 2011 base year. Due to the significant growth in transmission sites since 2011, this target will be extremely challenging to meet.

Total Energy (GJ) Actuals against Target



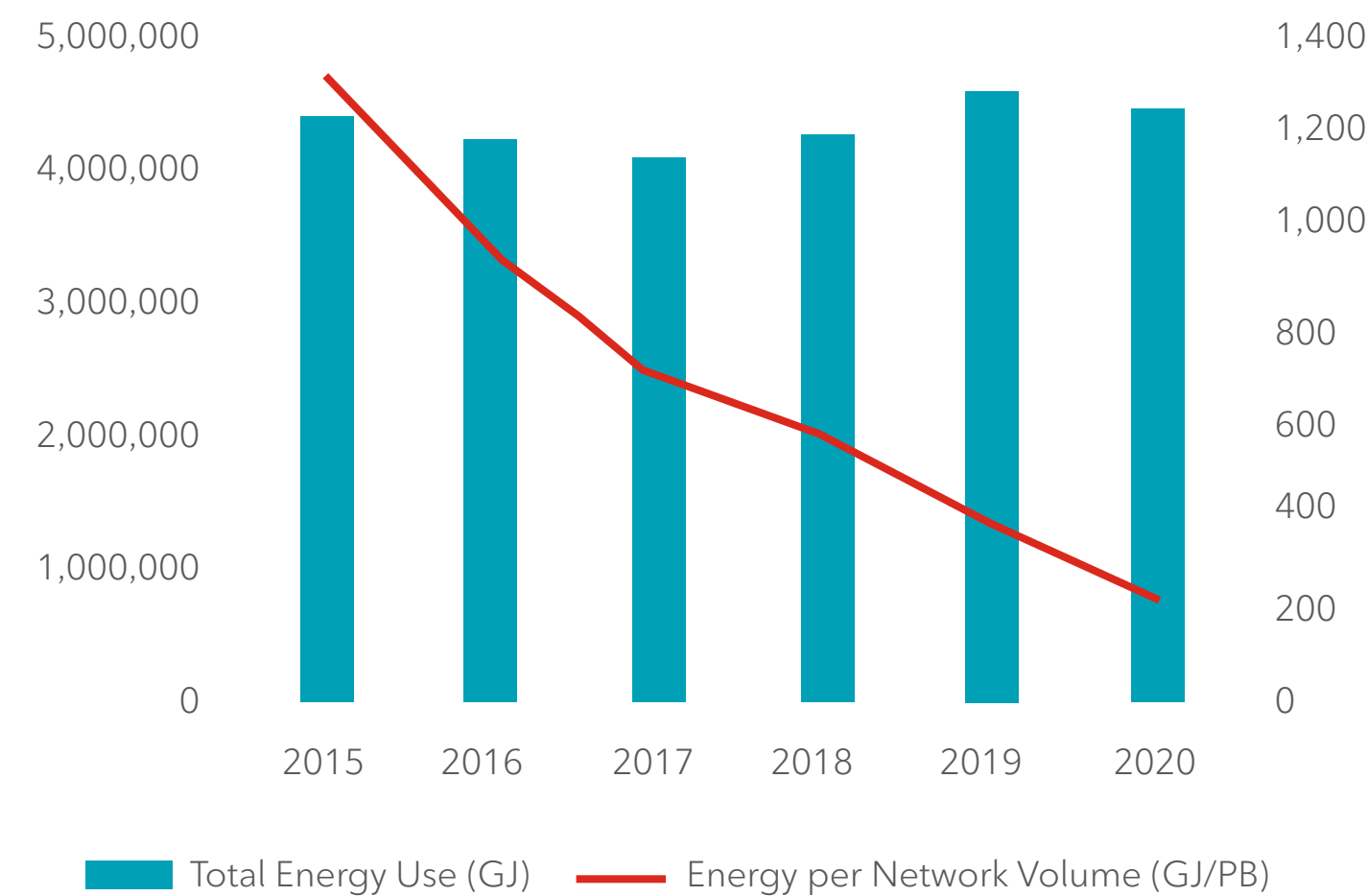
Total Energy (GJ)



In 2020 our Energy Executive Council benchmarked best practices to account for a more meaningful measure of our energy performance relative to our business. A new Energy Scorecard was developed, aligned to the SASB Standard for Telecommunications Services.

- Our Energy Scorecard accounts for our total energy use as well as our energy use relative to our network traffic (Gigajoule (GJ) of energy use/ Petabytes (PB) of network traffic). This Scorecard is also aligned to the SASB Standard for our industry, which allows stakeholders to compare energy performance across our industry. Relative to our total network traffic, our energy use per network traffic (GJ of energy use/PB of network traffic) decreased by 41% to 223 tonnes per petabyte in 2020 over 2019.

Total Energy per Network Traffic (GJ/PB)



Our ability to deploy energy efficiency capital projects was hindered by the COVID-19 pandemic, which limited our employees, customers and contractors from entering our premises. With building shutdowns and reduced staff, we were able to carry out a number of operational energy efficiency opportunities. Our facility managers and building operations teams adjusted HVAC scheduling equipment, modified office temperatures, reduced lighting in non-essential areas, turned down window blinds and unplugged unused appliances such as refrigerators, water and ice coolers, and televisions. By taking these actions we:

- Reduced our electricity consumption by 10,616 MWh, natural gas by 647,200 cubic metres, and 46,400 cubic metres of water
- Realized electricity savings of 513, 200 kWh, 22,700 cubic metres of natural gas, and 140 cubic metres of water across our retail stores (103 of which were closed due to the pandemic)
- We're continuously exploring new ways to deliver on our environmental commitments. We don't currently purchase or generate renewable energy for use in our operations. That said, based on provincial electricity grids, we estimate 44% of the sources of our electricity use is generated from renewable sources.
- Decommissioning efforts continued in 2020 as we identified and implemented end-of-life and optimization opportunities across our network. This enabled us to enhance our space utilization and build greater energy efficiency. Over the course of the year, we:
 - Decommissioned the legacy paging network outside of Ontario. This involved powering off equipment across 256 sites, reducing power by 77 kW.
 - Continued our multi-year 'Quick Hits' program to power-off and decommission unutilized legacy equipment across our network. This allowed us to reclaim an estimated 190 kW of power capacity from 500 devices, across 90 sites.
 - Decommissioned 154 servers and recycled 3,400 kilograms of phone equipment e-waste at our IT data centres

4

Strengthening awareness and empowering stakeholders.

By communicating how we're managing environmental risks and providing stakeholders with services and technologies to help them reduce their own carbon footprint, we're making an impact that extends far beyond our own operations.



For more information on our environmental considerations and commitments, please review our Task Force on Climate-related Disclosure (TCFD) and Carbon Disclosure Project Reports.

Why is this important?

It is incumbent upon corporate citizens to not only take action, but to inspire others to act. When we commit to managing our energy use and associated GHG emissions in ways that support the transition to a low-carbon economy, we contribute to a bigger, broader movement and engage others to embrace initiatives of their own.

What is our approach?

- Engage key external stakeholders in our annual materiality assessment to identify their most important environmental issues
- Engage internal business leaders across our organization to prioritize the most relevant environmental issues for our businesses. Energy use, climate change and waste reduction continue to rank as our most relevant topics.
- Disclose transparently, and adopt emerging ESG reporting standards to ensure our reporting remains relevant to key stakeholders
- Expand our disclosure to support the TCFD Recommendations. We piloted a TCFD reporting initiative to benchmark our support level against reporting. Our TCFD Report outlines specific recommended actions.

Delivering on our 2020 commitments

Our Rogers for Business Advanced Solutions Portfolio supports the digital transformation of our business and public sector customers through solutions that make the most of the IoT, data centres and cloud services. We have a huge role to play in moving our customers to a low-carbon economy. Our telecommunication networks, products and services can enhance business efficiency while also enabling customers with solutions that improve their way of life. By fueling digital

transformation through this portfolio, we can speed up innovation, enhance productivity and generate better stakeholder experiences for customers from coast-to-coast-to-coast. Those outcomes are key to Canada's global competitiveness overall.

By focusing on IoT, we enabled the measurement, control and optimization of things. These solutions use sensors connected to the Internet to monitor buildings, vehicles assets and other things. With these capabilities, our customers:

- Tracked how vehicles are driven, to identify driver behaviour and patterns that increase fuel burn. They can use this information to coach drivers and implement programs that alter employee behaviour and improve their carbon footprint.
- Tracked vehicles and goods being transported so they could combine, reduce or eliminate routes. That cuts back on fuel usage and their carbon footprint.
- Optimized heating, cooling and powering of buildings – which account for about 12% of national GHG emissions in Canada*. By helping to reduce GHG, IoT-smart building solutions ultimately move us all closer to reaching Canada's climate action goals.
- Leveraged our intelligent frameworks (which connect citizens, governments, and objects) to simultaneously send and receive data. The insight and real-time intelligence our solutions generate provide e-citizen services that drive community engagement and outcomes.
- Used our solutions to gain near real-time insight into weak points, underground pipe leaks or sewer overflows across a given city's water management system. This insight allows cities to take action that ensures the sustainability and Canada's freshwater resources, while also conserving energy across the water treatment process.

By focusing on data centres and cloud solutions, we:

- Helped customers manage and reduce their GHG emissions through access to a national network of highly efficient data centres. These centres provide secure, highly available space for collocating our customers' IT infrastructure, and consolidating IT workloads in the cloud.
- Optimized power efficiency across these data centres through purposeful facility designs that optimize air conditioning efficiency and delivery, as well as power distribution
- Employed data centre infrastructure management (DCIM) technologies that enabled continuous monitoring and optimization of cooling and power distribution
- Consolidated on-premise IT infrastructure into our purpose-built, power-efficient data centres. That means our customers can reduce their GHG emissions without the need for costly environmental retrofits of their existing facilities.
- Furthered GHG emission reductions by using our cloud services to consolidate multiple customer environments into single, shared cloud environments. This kind of consolidation addresses underutilized IT assets, reducing both energy waste caused by idle server infrastructures and e-waste tied to inefficient IT lifecycle management. Both improve overall IT efficiency for our customers.

*Built **Environment** section of the Pan-Canadian Framework on Clean Growth and Climate Change

Good governance is our foundation.

Strong values need to rest upon good governance. It's not enough to create a culture and commitments grounded in ESG priorities. Delivering on those commitments requires the values we support and the framework, policies and practices that keep us on track. From the quality of our leadership to the independence, diversity and accountability of our Board and to the ethical sourcing of materials: our approach is proactive and disciplined.

We're proud of the steps we've taken to ensure our ESG governance structure and practices instill confidence in our shareholders, including the addition of our ESG Committee. Above all, we're deeply focused on continually evaluating and refreshing that structure and approach to ensure it's designed to deliver on our commitment to be an accountable and responsible company. The steps we have taken have shown up in many ways across the organization including in how we've been able to make progress around Inclusion and Diversity.

04

GOVERNANCE





Why is this important?

Maintaining strong governance, ethical procedures and inclusive policies across all areas of our business is a key responsibility. It's pivotal to maintaining stakeholder trust, and essential to our ability to contribute to a thriving Canada. This is supported by strong risk management practices.

ESG governance and policies also help us build an inclusive and diverse workforce. When people feel they belong, they're more likely to share their ideas and contribute their unique perspective in a collaborative and respectful environment. That's what leads to fresh thinking and better results. Creating that culture of inclusion is core to who we are as a company, and it extends beyond our employee practices to the communities, customers and audiences we serve.

What is our approach?

Continued oversight

- Continue sound ESG governance practices and regularly benchmark ourselves against other industry leaders
- Implemented our new ESG Committee in 2020 to continue to build on our strong commitment towards an environmentally, socially and well-governed future
- The ESG Committee assists the Board in fulfilling its oversight responsibilities of relevant environmental sustainability, social responsibility and governance policies, strategies and programs of the Company and the actions the Company can take to be a responsible corporate citizen.
- Our Audit and Risk Committee discusses risk policies with management and the Board, and helps the Board oversee our compliance with legal and regulatory requirements



- The Human Resources Committee assists the Board in monitoring, reviewing and approving compensation and benefit policies and practices
- The Board endorses the principle that our corporate governance practices are a fundamental part of our proper functioning as a corporation. The Board believes that these corporate governance practices enhance the interests of our security holders, employees, customers, and of others dealing with us. For more information please see our Statement of Corporate Governance Practices in our [2021 Information Circular](#).

Consider Inclusion and Diversity as part of strong ESG governance

- Embed equity, inclusion and diversity in our corporate values and internal performance KPI's shown through our 2025 Inclusion and Diversity targets
- Encourage open, honest dialogue through our Black Leadership Council, ERGs, and internal social channel, Yammer, to bring difficult issues to the forefront, and engage all employees at all levels
- Raise awareness of our Inclusion and Diversity journey through discussions, information sessions, tools, support and more formal educational programming
- Maintain an Inclusion and Diversity Council composed of leaders from across the business. This council oversees our Inclusion and Diversity Strategy, leading our efforts across five equity-deserving groups: women, visible minorities., persons with disabilities, Indigenous peoples, and LGBTQS2+.
- Teams of employees make up ERGs that offer education, events, skill-building opportunities and the chance to work on community sponsorships

- Increase executive-level representation for women and visible minorities; increase overall representation for persons with disabilities, LGBTQS2+ and Indigenous peoples
- Measure our progress through representation goals, our Inclusion Index (via our annual employee survey) and external recognition and benchmarks

Build and maintain strong policies

- Adopted both a Directors Code of Conduct and Ethics and the Rogers Business Conduct Policy for directors, officers, and employees. Among other things, these policies require our directors, officers, and employees to disclose any material transaction or relationship that could reasonably be expected to give rise to a conflict of interest.
- Annual training for employees on the Business Conduct Policy
- Alerted management of potential unethical and/or corrupt behaviour through our Rogers STAR Hotline
- In 2020, established the Enterprise Data Advisory Council and published the Rogers Data Governance Policy to provide effective oversight and control over all data within the Company's system architecture to ensure the accurate collection, appropriate use, and protection of our customer's valuable information
- Meet our obligations for transparency and accountability through monthly lobbyist registration reporting under federal, provincial and municipal regimes
- Strong procurement and risk management frameworks and policies

Our governance approach aligns to five priorities:

1. Responsibly manage risks affecting our business
2. Inclusion and Diversity
3. ESG governance and business conduct
4. Our procurement and supply chain strategy
5. Investing in the Canadian economy and society

1 Responsibly manage risks affecting our business.

The Board has overall responsibility for risk governance and oversees management in identifying the key risks we face in our business and implementing appropriate risk assessment processes to manage these risks. It delegates certain risk oversight and management duties to the Audit and Risk Committee.

The Audit and Risk Committee discuss risk policies with management and the Board and assist the Board in overseeing our compliance with legal and regulatory requirements.

The Audit and Risk Committee also reviews:

- The adequacy of the internal controls that have been adopted to safeguard assets from loss and unauthorized use, to prevent, deter, and detect fraud, and to ensure the accuracy of the financial records
- The processes for identifying, assessing, and managing risks
- Our exposure to major risks and trends and management’s implementation of risk policies and actions to monitor and control these exposures, including cybersecurity, privacy, technology, and environmental
- The implementation of new major systems and changes to existing major systems
- Our business continuity and disaster recovery plans
- Any special audit steps adopted due to material weaknesses or significant deficiencies that may be identified
- Other risk management matters from time to time as determined by the Audit and Risk Committee or directed by the Board.

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 or accepting 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.

ERM is the second line of defence. ERM helps management identify the key risks in meeting our corporate and business unit objectives, our risk appetite, and emerging risks. At the business unit and department level, ERM works with management to provide governance and advice in managing the key risks and associated controls to mitigate these risks.

Business Continuity is a function within ERM which also assists the business in mitigating key risks. Specifically, the Business Continuity function oversees incident management and planning for various events to maintain customer service and operate our network in the event of threats and natural disasters. Such threats include cyberattacks or equipment failures that could cause various degrees of network outages, supply chain disruptions, natural disaster threats, epidemics, pandemics, and political instability. Our ERM program also includes insurance coverage to address certain risks. Lastly, ERM works with Internal Audit to monitor the adequacy and effectiveness of controls to reduce risks to an acceptable level. Annually, ERM

carries out a strategic risk assessment. The assessment includes reviewing risk and audit reports and industry benchmarks and conducting an annual risk survey of all senior leaders. Based on the survey results, ERM, in consultation with senior management, identifies the key risks to achieving our corporate objectives. ERM provides the results of the annual strategic risk assessment to the Executive leadership team and the Audit and Risk Committee. ERM also facilitates management’s completion of the financial statement fraud risk assessment, which aims to ensure that there is no potential fraud or misstatement in our financial statements and disclosures and to assess whether controls are adequately designed and operating effectively.

Our Internal Audit department is an independent and objective assurance function that evaluates the design and operating effectiveness of controls supporting key business processes in mitigating the risks that may impact the achievement of our strategic objectives.

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



2

Inclusion and Diversity.



Embedding Inclusion and Diversity is a focus at all levels of our organization – including our Board. That includes a formal gender diversity policy, which the Board has adopted to reaffirm its commitment to this critical issue. The policy contains a provision that the Nominating Committee reviews overall Board composition and potential nominees with gender diversity as an important consideration.

Delivering on our 2020 commitments

- Achieved 33% women representation on the Board as of December 31, 2020
- Maintained our membership with the 30% Club Canada, which asks members to reach the goal of at least 30% women representation on their board of directors
- Recruited and retained diverse candidates while fostering an inclusive culture:
 - Increased engagement and inclusion levels year-over-year, with overall engagement and inclusion scores both at 87%. That represents a 2% and 3% increase respectively over 2019.
 - Percentage of Indigenous people employees increased 1.0%
 - Continued growth in persons with disabilities in management, and overall, a 0.4 and 0.2 percentage point increase respectively from 2019
 - Percentage of women employees overall rose to 38.3%⁺, a 0.9 percentage point increase
 - Percentage of visible minority employees overall rose to 36.3%⁺, a 0.5 percentage point increase
- Improved inclusion and engagement scores across all four designated groups and the LGBTQ2S+ community
- Reset our Inclusion & Diversity Strategy, part of which was committing to actionable steps to drive meaningful change for equity-seeking communities

- In consultation with our employees and external experts, we developed a five-year plan grounded in three pillars: People, Customer, and Community, with leadership accountability and allyship at the forefront. Our company-wide strategy was presented to our executive leadership team before being shared company-wide by the CEO. The strategy included initiative and goals to:
 - Inclusion across our employee experience, broadening our talent pipeline and increasing leadership diversity, partnering with communities to address inequities and building a customer experience that supports the diversity of all Canadians
 - Representation of women and visible minority, including specific goals for Black team members, at the executive level
 - Overall representation for persons with disabilities, Indigenous peoples, and LGBTQ2S+ by setting goals for each group by level, line of business and region
- Executive Leaders of our 11 Business Units and Functions have individualized representation goals and action plans to further embed Inclusion and Diversity across the business
- Created an internal and external ‘What we Bring’ campaign to embrace and celebrate team member diversity. The campaign has become a catalyst for authentic storytelling across people, programs and initiatives, offering new ways to celebrate the unique histories, experiences, skills and passions of our people.
- Introduced mandatory unconscious bias training to help our people understand how to spot and regulate bias in the workplace

- Introduced the “I&D Learning Series”, a series of webinars with external guest speakers and leaders exploring the topics of anti-racism, mental health impacts on Black, Indigenous and People of Colour, self and social identity. Each webinar of this three-part series was grounded in allyship and was supplemented with resources and tools to support team members and help them continue their learning. Nearly 3,000 employees participated in this new learning experience.
- Introduced safe talk & listening sessions to support conversations on race and inclusion. Employees who self-identify as Black shared their lived experiences and find support, and allies came to listen and learn. Sessions were expanded to other equity seeking groups and continue today. In 2020, 69 sessions were held with nearly 2000 participants. .
- Formed the Black Leadership Council, a nationally connected group of Black team members representing each business unit. The Council is now working to amplify the voices of Black team members, standing up against racism of any kind, and supporting recruitment, retention and career advancement for Black communities at Rogers.
- Joined the BlackNorth Initiative, led by the Canadian Council of Business Leaders Against Anti-Black Systemic Racism, committing to seven goals. That includes increasing Black representation of our VP+ levels to 3.5% by 2025.
- Are working with the Black Professionals in Technology Network to help us attract, hire and retain Black talent. This provides us with opportunities to offer professional support and connect talent with Rogers job opportunities.





Our performance trends			2020	2019	2018	2017
Group	Position	2020 LMA	Representation at Rogers			
Women	Senior managers (VP+)	27.6%	27.4% [⚡]	29.5%	27.5%	26.5%
	Overall	47.3%	38.3% [⚡]	37.4%	38.0%	38.4%
Visible minorities	Senior managers (VP+)	11.5%	14.0% [⚡]	14.7 %	15.8%	13.5%
	Overall	29.0%	36.3% [⚡]	35.8 %	35.4%	34.6%
Indigenous peoples	Senior managers (VP+)	3.2%	0.0% [⚡]	0.0%	0.0%	0.0%
	Overall	2.0%	1.0% [⚡]	0.9%	0.9%	0.9%
Persons with disabilities	Senior managers (VP+) and Middle and Other Managers	5.0%	2.5% [⚡]	2.1%	1.6%	1.8%
	Overall	9.0%	2.9% [⚡]	2.7%	2.3%	2.2%

[⚡] Independently assured in 2020.
Occupational Labour market availability (LMA) indicates the percentage of persons in each designated group in the Canadian workforce that may have the skills necessary to fill occupational roles at Rogers based on December 2020 headcount. The data are provided to Rogers by the Canadian government, and are based on data from the 2016 National Household Survey and 2017 Canada Survey on Disability. It's the most current information available.





Rogers Mosaic: Supports People of Colour employees that come from all backgrounds focusing on education, open dialogue, and building community.

Rogers Pan Asian Network: Supports Asian representation and provides opportunities to network and develop mentor and mentee relationships as well as share stories about individual struggles and obstacles.



Rogers AccessAbility Network: Empowers employees with visible and invisible disabilities to achieve professional and personal growth.



Spectrum: Dedicated to support employees who identify as lesbian, gay, bisexual, trans, queer, two-spirit + (LGBTQ2S+) and allies to connect, share, and engage.



RISE for Women: Supports all women at Rogers through sharing stories and experiences, networking to support personal and professional development and foster leadership potential.

Rogers Women of Color: Creates an equitable, inclusive and diverse environment for women professionals through access to information, professional development, peer networking, mentoring and sponsorship opportunities within the Rogers Organization.

Rogers Women in Technology: Supports the advancement of Women in Technology through development, networking, and education.



Indigenous Peoples Network: Engages, inspires, and supports Indigenous employees and allies. Shares knowledge and experience to build strong partnerships, and meaningful work.



Black Leadership Council: Works to bring the voices of our Black team members across the business in new ways, with a focus on standing up against racism of any kind, and fostering the recruitment, retention and career advancement of our Black employee community.

3

ESG

governance and business conduct.



We build accountability by having strong policies and establishing the right committees to ensure we are being responsible, transparent and fair. Our policies are written in plain, accessible language and are updated regularly. Policies are supported by ongoing training to ensure policies continue to be understood and followed. In 2020, we:

- Saw 95%* of our employees complete our annual Business Conduct Policy training. That includes 100% of our executives and Finance division employees.
- Established our new ESG Committee to help the Board in fulfilling oversight responsibilities around relevant environmental sustainability, social responsibility and related governance policies, strategies, and programs

Our business (except for the non-broadcasting operations of Media) is regulated by ISED Canada, on behalf of the Minister of Innovation, Science and Industry; and the Canadian Radio-television and Telecommunications Commission (CRTC), under the Telecommunications Act and the Broadcasting Act. That regulation relates to:

- Wireless spectrum and broadcasting licensing
- Competition
- Cable television programming services we must, and can, distribute
- Wireless and wireline interconnection agreements
- Rates we can charge third parties for access to our network
- The resale of services on our networks
- Roaming on our networks and the networks of others
- Ownership and operation of our communications systems
- Our ability to acquire an interest in other communications systems; and more.

When regulations change or when decisions are issued, it can adversely affect our results or operations. Our costs of providing services can increase from time to time, as we comply with industry or legislative initiatives to address consumer protection concerns or internet-related issues (like copyright infringement, unsolicited commercial emails, cybercrime or lawful access).

In general, our spectrum and broadcast licenses are granted for a specific term, and our ability to maintain those licences is subject to certain conditions. Regulators can modify licensing conditions at any time. They can also decide not to renew a licence when it expires. If we don't comply with conditions, our licence could be forfeited or revoked, or we may be fined.

Anti-corruption and whistleblowing are an important part of our Business Conduct Policy and related annual training. Through this program, we enable employees to understand what is considered unethical or corrupt behaviour (including fraud, theft, privacy breaches, unethical practices and other inappropriate behaviours). We encourage employees to come forward and speak out against any violation (or suspected violation) of applicable laws or regulations. That also goes for sharing concerns about potential business and/or financial misconduct around Rogers' accounting practices, financial controls or the safeguarding of assets through their managers, or the Rogers STAR Hotline. This anonymous tip line handles confidential reports through the Company's web portal. When a tip is received, it is investigated and assessed. Action is taken as needed.

We are currently in material compliance with these conditions, as detailed in our [2020 Annual Report](#).

4

Our procurement and supply chain strategy.



Procurement and supply chain can affect our operations, people, customers and community. We manage everything we buy for our communications and media businesses, as well as our corporate and internal operations, through rigorous frameworks that allow us to make a positive and sustainable difference in our global supply chain. That rigour also helps us to mitigate potential risks as we source products (including the devices we sell to customers) from companies in Canada and abroad.

1. Supplier relationships should reflect our values and commitments

To deliver on that, in 2020 we:

- Worked with suppliers in 47 different countries (80% headquartered or having significant operations in Canada; 17% in the United States)
- Managed our impact in the supply chain through sound systems, governance and learnings from key partnerships
- Revised our [Supplier Code of Conduct \(the Code\)](#) working with internal stakeholders to clearly articulate our values and requirements, building a path forward with our supplier base to ensure it clearly articulates the principles we want suppliers to reflect during the selection process. That means:
 - Emphasizing that our revised whistleblower requirements are applicable to suppliers and their sub-contractors
 - Documenting the primary principles to ensure protection, security and responsible collection, use and disclosure of data
 - Underlining that Inclusion and Diversity efforts go beyond hiring practices to include suppliers
 - Defining specific limits for suppliers to adhere to regarding gifting and hospitality to ensure a balanced relationship

- Adjusting health and safety procedures to reflect frontline roles in light of the COVID-19 pandemic
- Complemented our evaluation of Rogers' third party vendors against the Code by revising our Ethical Procurement Practices assessment to focus on areas aligned to our core values (like Inclusion and Diversity), acting in an ethical manner and ensuring health and safety practice are observed and followed.
- Carried out performance monitoring and audits to ensure suppliers adhere to the Code. This is how we set and maintain expectations of suppliers tied to ethical, social, labour, health and safety and environmental behaviours.
- Used industry-accepted practices to select high-quality suppliers and provide a fair and transparent selection process

2. Processes and decisions should support environmental focus areas

To deliver on that, in 2020 we:

- Made significant efforts to support circular economy initiatives by recycling 385,407 kilograms of network and other equipment, and reselling over 4,134 pieces of equipment weighing over 62,406 lbs. This allowed us to keep 920,000 lbs of our network equipment from going into landfills.
- Participated in a trial virtual marketplace geared to support a more resilient supply chain in light of pandemic-related disruptions. By working with a global network of buyers and sellers of certified refurbished network and IT equipment, we were able to support our environmental priorities.

- Supported responsible product production and consumptions by continuously analyzing our supply chain practices, and making changes to how we package products, review product returns and manage the return process
- Reduced shipping containers by 120,000 cartons and 64,000 fewer courier deliveries by using digital return kits
- Capitalized on our CODA Modern Waste Diversion partnership to identify 3,000 functional units in poor condition, and work with preferred repair and logistics service providers to replace the modem case from 2,700 functionally damaged units. This helped us keep 780 kilograms out of landfills.
- Minimized direct customer touchpoints during the pandemic by implementing a self-install process for many of our customers. We also streamlined our packaging and transitioned to a fully recyclable polyethylene terephthalate insert.
- Drove a leaner consumption and production model by reusing corrugate between the third party logistics and Rogers warehouses
- Spurred collaboration between our real estate and procurement and supply chain teams to instill sustainable best practices in our capital projects. We now require all general contractors to support waste control measures that identify materials that can be re-used or recycled instead of sent to landfills. We also obligate general contractors to present completed waste diversion reports for each project, as well as annual consolidated reports.
- Created a furniture diversion program focused on reuse, donation, resale and refurbishment of unused furniture to keep these items out of landfills

3. Actions should reduce inequalities and help close the gender gap

To deliver on that, in 2020 we:

- Increased our total number of certified diverse suppliers through the Supplier Diversity Alliance of Canada from 26 in 2019, to 63 in 2020
- Spent over \$40 million with certified diverse suppliers
- Retained our corporate memberships with [Women Business Enterprises \(WBE\) Canada](#), [Canadian Aboriginal & Minority Supplier Council](#), [Canada’s LGBT+ Chamber of Commerce \(CGLCC LGBT+\)](#), and [Canadian Council for Aboriginal Business](#)
- Brought our commitment to life by participating in events and activities including a professional development session at the Global Business Travel Association Supplier Summit; a WBE-hosted Lunch and Learn on starting a supplier diversity program; the CGLCC LGBT+ Global Business Summit; CGLCC Procurement Advisory Council; CGLCC Free Certification Campaign; CRTC Accessible Canada Act – Consultation.

Our performance trends	2020	2019	2018	2017
Number of certified diverse suppliers *	63	26	23	n/a
Cumulative total spend with certified diverse suppliers* (in millions of dollars)	40	38	34	n/a
*Indicator introduced in 2018.				



5 Investing in the Canadian economy and society.



Our **economic performance** empowers us contribute to the economic and social well-being of Canada, and all Canadians. That extends beyond the approximate 23,500 Canadians we employ and suppliers we work with to the companies we buy from, networks we invest in, businesses we connect and infrastructure we support through taxes and government fees. We monitor our performance by tracking our economic value distributed, taxes paid and measurable economic footprint made. Together in 2020, we:

- Made a total economic impact in Canada of \$21.9 billion from our direct, indirect, and induced economic activity

- Enabled employment of 68,493 Canadians through our business activities, including the approximate 23,500 individuals directly employed by Rogers
- Continued to take a holistic view of our indirect and induced economic impacts. That includes activities 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.
- As shown in the accompanying table, generated economic value totalling \$13,916 million, down 8% from 2019, as a result of significant impacts COVID-19 had on our business and the Canadian economy as a whole. Our total economic value distributed decreased to \$12,860 million* in 2020. Some of the main elements of our economic value include:
 - Continuing to deliver solid returns to shareholders in 2020 through the payment of \$1,011 million in cash dividends
 - Paying \$1,710 million in salaries, benefits and stock-based compensation in 2020. That included benefits including health benefits, a company-matched share purchase plan, and pension payments.
 - Paying \$1,104 million in taxes and other government payments, almost unchanged from 2019
 - Investing \$2,312 million* in capital expenditures, primarily in our cable and wireless networks
- Collected \$1,994 million in sales taxes on our products and services, and \$609 million in employee payroll taxes on behalf of the government. For a more specific breakdown of our approach to tax management, see our [2020 Annual Report](#).

What was our total economic footprint?

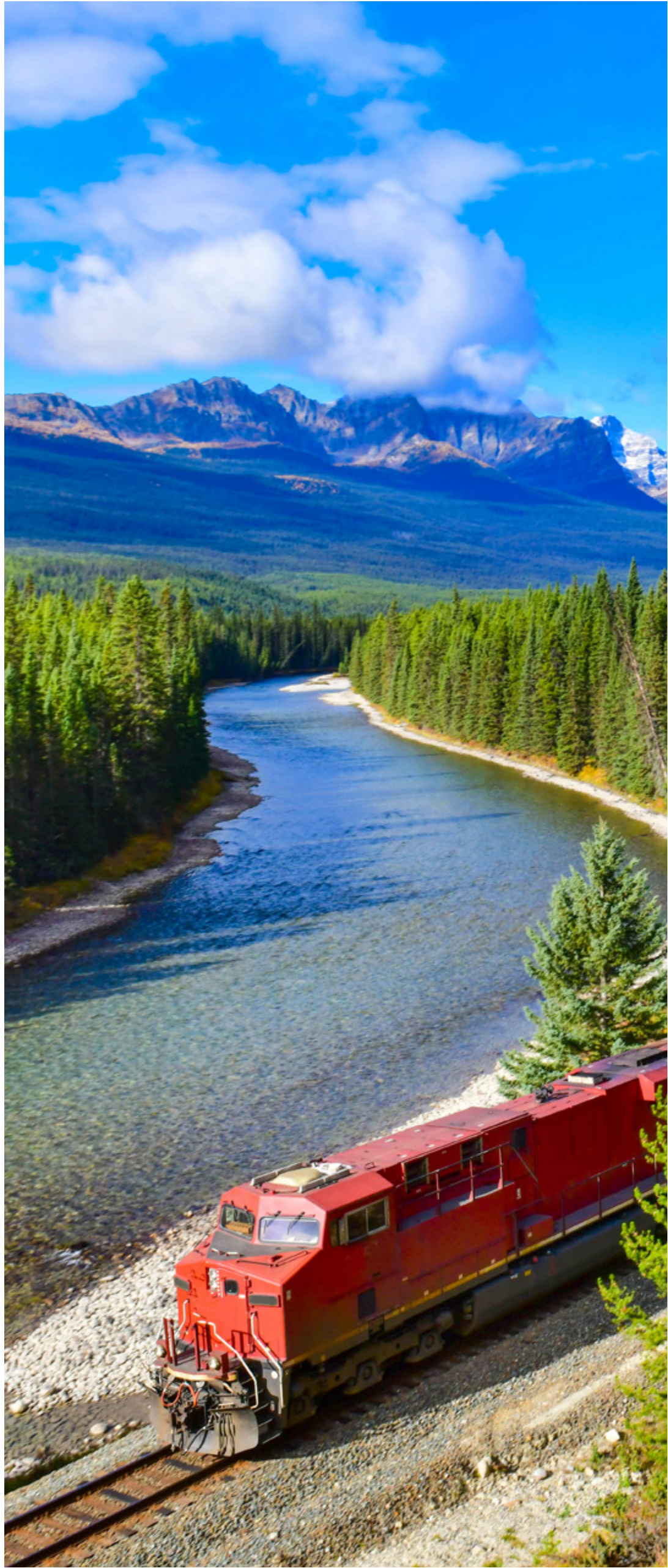
Our performance trends	2020	2019	2018	2017
Jobs (annual FTE) includes direct, indirect and induced FTE	68,500	70,400	70,700	71,900
Total economic footprint	\$21.9 billion	\$22.3 billion	\$22.6 billion	\$18.8 billion
Impact on GDP	\$10.5 billion	\$10.8 billion	\$11.0 billion	\$9.5 billion

How did we generate and distribute economic value?

Our performance trends (In millions of dollars)	2020	2019	2018	2017
Direct economic value generated:				
Revenue	13,916	15,073	15,096	14,143
Economic value distributed:				
Operating costs	5,904	6,509	6,708	6,385
Employee salaries and benefits and stock-based compensation (excluding payroll taxes)	1,710	1,861	1,954	1,987
Shareholders and providers of capital:				
Dividends paid ¹	1,011	1,016	988	988
Interest paid ¹	808	779	726	735
Taxes paid and other government payments ¹	1,104	1,127	1,070	1,185
Capital expenditures	2,312*	2,807	2,790	2,436
Community investments	11	10	11	9
Total economic value distributed	12,860*	14,109	14,247	13,725

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

*Independently assured in 2020.



How do our taxes and government payments breakdown geographically?

(In millions of dollars)	Income taxes	Sales taxes	Payroll taxes	Broadcast, spectrum, and other regulatory fees ¹	Property and business taxes	Total
Government of Canada	229.3	-	79.4	491.2	5.7	805.6
British Columbia	12.7	6.0	2.6	-	4.1	25.4
Alberta	12.6	-	-	-	6.0	18.6
Saskatchewan	0.4	-	-	-	0.2	0.6
Manitoba	2.8	0.8	0.2	-	0.7	4.5
Ontario	146.6	0.7	37.0	-	22.2	206.5
Quebec	6.0	0.2	16.7	-	7.4	30.3
Prince Edward Island	0.1	-	-	-	-	0.1
Newfoundland	1.1	-	0.3	-	1.4	2.8
Nova Scotia	1.1	-	-	-	0.6	1.7
New Brunswick	5.0	-	0.4	-	1.4	6.8
Foreign	0.6	-	-	-	-	0.6
Total	418.3	7.7	136.6	491.2	49.7	1,103.5

¹ Includes an allocation of \$252 million relating to the \$3.3 billion, \$24 million, and \$1.7 billion we paid for the acquisition of spectrum licences in 2014, 2015, and 2019, respectively.

Independently assured in 2020.



05

MATERIALITY AND EXTERNAL ASSURANCE STATEMENT

Our ESG material topics.

Our material topics

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

Dimension	Material Topic	Boundary
Social	Community giving	Rogers, customers
	Digital inclusion	Rogers, customers
	Customer service	Rogers, customers
	Network leadership and innovation	Rogers, suppliers, customers
	Talent management	Rogers
	Safety and well-being	Rogers, suppliers
	Privacy and information security	Rogers, suppliers
Environmental	Energy use and climate change	Rogers, suppliers, customers
	Waste reduction	Rogers, suppliers, customers
Governance	Governance and ethics	Rogers, suppliers
	Economic performance	Rogers, suppliers, government
	Procurement and supplier management	Rogers, suppliers
	Inclusion and diversity	Rogers, suppliers, customers



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 key 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. We provide information throughout this Report about how we address these concerns. The following chart shows the ways in which we engaged with our stakeholders in 2020 and the topics that impact, or are of interest to, our stakeholders.

Stakeholder group	Ways we engaged in 2020	Key issues raised in 2020	Associated material topic
Customers	<ul style="list-style-type: none"> Improved likelihood to recommend surveys Expanded <i>Ignite TV™</i> footprint Launched wireless unlimited data plans Announced new customer solution centre Expanded Rogers Pro On-the-Go Consumer outreach Network investments Problem resolution process 	Customer safety (COVID-19)	Safety and well-being
		Customer service	Customer service
		Clarity	Customer service
		Network reliability	Network leadership and innovation
		Product innovation and investment	Network leadership and innovation
		Product takeback	Waste reduction
		Accessibility, diversity	Talent management
		Privacy and data security	Privacy and information security
Employees	<ul style="list-style-type: none"> Employee engagement survey Inclusion & Diversity training Development planning and performance reviews Town halls Investment in training & development Intranet and executive vlogs Yammer Rogers STAR Hotline Ted Rogers Awards 	Training and development	Talent management
		Internal mobility, career progression	Inclusion and Diversity
		Inclusion	Talent management
		Internal collaboration	Customer service
		Tools and training to help serve customers	Talent management
		Compensation and benefits	Talent management
		Workspace	Safety and well-being
		Health and safety	Safety and well-being
		Inclusion and Diversity	Community giving
		Volunteerism	Community giving; Inclusion and Diversity; Digital inclusion; Talent management

Stakeholder group	Ways we engaged in 2020	Key issues raised in 2020	Associated material topic
Environment groups	<ul style="list-style-type: none">Meetings with environmental consultants and groupsEmployee participation and awarenessMembershipsConferences and events	Climate change mitigation strategies and results	Energy use and climate change
		Electronic and office waste management	Waste reduction
		Energy use	Energy use and climate change
Local communities and non-profits	<ul style="list-style-type: none">Partnerships and outreachDonations and sponsorshipsTed Rogers Scholarship FundTed Rogers Community GrantsEmployee volunteerismMembershipsCommunity 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, Request for Information processesInteractions with Rogers’ procurement teamSupplier surveyAudits	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 regulatorsParticipation in CRTC hearings and public consultationsDialogue with non-governmental organizationsIndustry association membershipsConferences and forumsMedia relations	Consumer issues	Customer service
		Governance, business ethics, regulatory compliance	Governance and ethics
		Economic impacts and contributions	Economic performance
		Social and health impacts of our products	Governance and ethics
Shareholders & investors	<ul style="list-style-type: none">Investor calls and eventsMeetings/feedback sessions with investor groupsSurveys, consultations	Consumer issues	Customer service
		Return on investment	Economic performance
		Long-term, sustainable growth	Economic performance
		Sound corporate governance	Governance and ethics
		CSR management and reporting	ESG Committee




External assurance statement.

For the ninth consecutive year, we engaged KPMG LLP (KPMG) to provide limited assurance over select information contained in the Report in addition to the audit of our consolidated financial statements. KPMG’s 2020 assurance report on selected performance indicators is below and KPMG’s audit report on our 2020 consolidated financial statements is on page 96 of the Rogers 2020 Annual Report.

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, 2020, on certain quantitative performance information disclosed in Rogers' 2020 Environmental, Social and Governance 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 Environmental, Social and Governance (ESG) performance information (collectively, the “Selected Indicators”).

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 their ESG performance and most relevant to their stakeholders.

There are no mandatory requirements for the preparation, publication or review of ESG performance metrics. As such, Rogers applies the World Resources Institute/World Business Council for Sustainable Development Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (the GHG Protocol) and its own internal reporting guidelines and definitions for ESG reporting (collectively the ‘applicable criteria’), which can be found in the Glossary of Terms [online](#).

Selected indicators

Governance

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

Customers

- Customer retention – prepaid and postpaid wireless monthly churn rate (%)
- Complaints accepted by the Commission for Complaints for Telecom-Television Services (CCTS) (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)
- Scope 1 and 2 GHG emissions (tonnes CO₂e)
- Customers who receive electronic bills (%)

Economy & society

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

Management's responsibilities

Management is responsible for the preparation and presentation of the Selected Indicators in accordance with the applicable criteria, current as at the date of our report. Management is also responsible for determining Rogers' objectives in respect of ESG 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.

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 and ISAE 3410 Assurance Engagements on Greenhouse Gas Statements, issued by the International Auditing and Assurance Standards Board. Both ISAE 3000 and ISAE 3410 require that we plan and perform our procedures to obtain the stated level of assurance in accordance with the applicable criteria.

Independence, quality control and competence

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 behaviour.

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.

The engagement was conducted by a multidisciplinary team which included professionals with suitable skills and experience in both assurance and the applicable subject matter.

Assurance approach

We planned and performed our work to obtain all the evidence, information and explanations we considered necessary in order to form our conclusion 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:

- Assessment of the suitability and application of the applicable criteria in respect of the Selected Indicators;
- 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 ESG 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.

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 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, 2020, the Selected Indicators, as described above and disclosed in the 2020 Environmental, Social and Governance Report, have not been prepared and presented, in all material respects, in accordance with the applicable criteria, current as at the date of our report.



Chartered Professional Accountants,
Licensed Public Accountants

July 23, 2021
Toronto, Canada

Global Reporting Initiative index.

This Index complements Rogers 2020 Environmental, Social, Governance (ESG) Report.

The following index provides an overview of Rogers ESG reporting against the GRI Standards, which combined with stakeholder feedback and our materiality process, help us identify what topics to report on. In accordance with these guidelines, we self-declare our 2020 ESG Report in alignment to the core reporting requirements of the GRI Standards.

For each GRI indicator, we identify where readers can find the relevant information in our 2020 ESG Report and/or in other Rogers materials. For some indicators we provide a short statement within the Index that outlines our response. Other Rogers materials can be found here:

- [2020 Annual Report](#)
- [2021 Information Circular](#)
- [Directors Code of Conduct and Ethics](#)
- [Rogers Business Conduct Policy](#)
- [Supplier Code of Conduct](#)

General Standard Disclosures		Link and Information
Organizational Profile		
102-1	Name of organization	Rogers Communications Inc.
102-2	Activities, brands, products, and services	2020 Annual Report - Page 28
102-3	Location of headquarters	Toronto, Ontario, Canada
102-4	Location of operations	2020 Annual Report - Page 25
102-5	Ownership and legal form	ESG Report - Page 2 Annual Report - Page 28
102-6	Markets served	Annual Report - Page 28
102-7	Scale of the organization	Annual Report - Page 28
102-8	Information on employees and other workers	ESG Report - Page 25-28, 43-45 Annual Report - Page 50 More than 99% of our employees are in Canada and 99% are employed either full time or part-time by the company.
102-9	Supply chain	ESG Report - Page 47
102-10	Significant changes to the organization and its supply chain	No significant changes in 2020.
102-11	Precautionary principle or approach	ESG Report - Page 42 2020 Annual Report - Page 71
102-12	External initiatives	ESG Report - Page 12, 23, 32-34, 48-49 Supplier Code of Conduct
102-13	Membership of associations	Memberships in 2020 include: <ul style="list-style-type: none">• Canada Wireless Telecommunications Association (CWTA): Rogers hold positions on the CWTA's Board of Directors and participate in CWTA committees and addressing industry topics.• Canadian Marketing Association• Canadian Association of Broadcasters (CAB): Rogers holds positions on the CAB's Board of Directors and CAB's X Radio Council Canada Broadcasting Standards Council• TECHNATION• Radio Advisory Board of Canada• Canadian Women in Communications and Technology• Public Policy Forum• CD Howie Institute• OECD - BIAC• Canadian Chamber of Commerce• Ontario Chamber of Commerce

Strategy		
102-14	Statement from senior decision-maker	ESG Report – Page 4-5
102-15	Key impacts, risks, and opportunities	ESG Report – Page 7-8, 10, 52-54 2020 Annual Report – Page 70
Ethics and Integrity		
102-16	Values, principles, standards, and norms of behaviour	ESG Report – Page 7, 41 Rogers Business Conduct Policy
102-17	Mechanisms for advice and concerns about ethics	ESG Report – Page 46
Governance		
102-18	Governance structure	ESG Report – Page 46 2021 Information Circular 2020 Annual Report
102-19	Delegating authority	ESG Report – Page 41
102-20	Executive-level responsibility for economic, environmental, and social topics	ESG Report – Page 41, 46
102-21	Consulting stakeholders on economic, environmental, and social topics	ESG Report – Page 53-54
102-22	Composition of the highest governance body and its committees	ESG Report – Page 46 2020 Annual Report – Page 66-69 2021 Information Circular – Page 62-73
102-23	Chair of the highest governance body	2020 Annual Report 2021 Information Circular
102-24	Nominating and selecting the highest governance body	2020 Annual Report 2021 Information Circular
102-25	Conflicts of interest	ESG Report – Page 41 2021 Information Circular - Page 70 Directors Code of Conduct and Ethics Rogers Business Conduct Policy
102-26	Role of highest governance body in setting purpose, values, and strategy	ESG Report – Page 7, 41, 46 2020 Annual Report – Page 4-15
102-27	Collective knowledge of highest governance body	ESG Report – Page 10, 41
102-28	Evaluating the highest governance body’s performance	2021 Information Circular - Page 97
102-29	Identifying and managing economic, environmental, and social impacts	ESG Report – Page 52-54 2021 Information Circular – Page 97

102-30	Effectiveness of risk management process	ESG Report – Page 52-54
102-31	Review of economic, environmental, and social topics	ESG Report – Page 41-42
102-32	Highest governance body’s role in sustainability reporting	ESG Report – Page 46 Rogers ESG Report is approved by the company’s ESG Committee and the company’s Disclosure Committee.
102-33	Communicating critical concerns	In the event of a critical concern related to economic, environmental or social impacts, the ESG Team would meet with the CEO to advise on the best course of action. This would then be relayed to the Board of Directions.
102-34	Nature and total number of critical concerns	There were no critical concerns raised on environmental, social or economic issues.
102-35	Remuneration policies	2021 Information Circular – Page 30-42
102-36	Process for determining remuneration	2021 Information Circular – Page 30-42
102-37	Stakeholders’ involvement in remuneration	2021 Information Circular – Page 30-42
Stakeholder Engagement		
102-40	List of stakeholder groups	ESG Report – Page 53-54
102-41	Collective bargaining agreements	8.1% of our employees are covered by collective bargaining agreements with various unions from Connected Home, Finance & Strategy, Rogers Sports and Media, and Technology sectors.
102-42	Identifying and selecting stakeholders	ESG Report – Page 53-54
102-43	Approach to stakeholder engagement	ESG Report – Page 53-54
102-44	Key topics and concerns raised	ESG Report – Page 53-54
Reporting Practice		
102-45	Entities included in the consolidated financial statements	2020 Annual Report – Page 104-105
102-46	Defining report content and topic Boundaries	ESG Report – Page 52-54
102-47	List of material topics	ESG Report – Page 52
102-48	Restatements of information	Referenced in CSR Report, where applicable.
102-49	Changes in reporting	ESG Report – Page 52
102-50	Reporting period	January 1 - December 31, 2020
102-51	Date of most recent report	July 26, 2021

102-52	Reporting cycle	Annual
102-53	Contact point for questions regarding the report	esg@rci.rogers.com
102-54	Claims of reporting in accordance with the GRI Standards	ESG Report – Page 2
102-55	GRI content index	Rogers Global Reporting Initiative (GRI) Content Index
102-56	External assurance	ESG Report – Page 55-56
GRI 103 - Management Approach for all Topics		
103-1	Explanation of the material topic and its Boundary	For each section of the ESG Report, an introductory paragraph explains why topics are significant and what we are doing
103-2	The management approach and its components	For each section of the ESG Report, associated policies, procedures, directives and relevant performance indicators are discussed.
103-3	Evaluation of the management approach	Policies, procedures, directives and key performance indicators are reviewed annually for relevance and to determine necessary improvements.
GRI 200 - Economic		
GRI 201 - Economic Performance		
201-1	Direct economic value generated and distributed	ESG Report – Page 49-50
201-2	Financial implications and other risks and opportunities due to climate change	ESG Report – Page 35-36, 42
201-3	Defined benefit plan obligations and other retirement plans	2020 Annual Report – Page 60
201-4	Financial assistance received from government	2020 Annual Report – Page 106
GRI 202 - Market Presence		
202-2	Proportion of senior management hired from the local community	ESG Report – Page 25-26 We do not have a formal policy or procedures for local hiring and do not track the proportion of senior management hired from our local community. We do strive to make our employee populations reflect the communities we serve. More than 99% of our employees are based in Canada.
GRI 203 - Indirect Economic Impacts		
203-1	Infrastructure investments and services supported	ESG Report – Page 12-14, 23
203-2	Significant indirect economic impacts	ESG Report – Page 12-14, 49-50

GRI 204 - Procurement Practices		
204-1	Proportion of spending on local suppliers	While Rogers does not have a specific mandate for using Canadian based suppliers, we do so wherever possible. Approximately 85% of our top 200 suppliers have headquarters in Canada or have significant operations in Canada.
GRI 205 - Procurement Practices		
205-1	Operations assessed for risks related to corruption	ESG Report - Page 46
205-2	Communication and training about anti-corruption policies and procedures	ESG Report - Page 46
205-3	Confirmed incidents of corruption and actions taken	ESG Report - Page 46 All investigation received are investigated and appropriate actions taken. Cases related to financial concerns are reported to the Audit and Risk Committee.
GRI 206 - Anti-competitive Behaviour		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	2020 Annual Report - Page 76-77, if applicable.
GRI 300 - Environmental		
GRI 301 - Materials		
301-1	Materials used by weight or volume	ESG Report - Page 32
301-2	Recycled input materials used	ESG Report - Page 31
301-3	Reclaimed products and their packaging materials	ESG Report - Page 34
GRI 302 - Energy		
302-1	Energy consumption within the organization	ESG Report - Page 37
302-2	Energy consumption outside of the organization	ESG Report - Page 37-38
302-3	Energy intensity	ESG Report - Page 37-38
302-4	Reduction of energy consumption	ESG Report - Page 37-38
302-5	Reductions in energy requirements of products and services	ESG Report - Page 37-38
GRI 303 - Water and Effluents		
303-1	Interactions with water as a shared resource	ESG Report - Page 33
GRI 305 - Emmissions		
305-1	Direct (Scope 1) GHG emissions	ESG Report - Page 31

305-2	Energy indirect (Scope 2) GHG emissions	ESG Report – Page 31
305-3	Other indirect (Scope 3) GHG emissions	ESG Report – Page 31
305-4	GHG emissions intensity	ESG Report – Page 31, 37-38
305-5	Reduction in GHG emissions	ESG Report – Page 31, 37-38
305-6	Emissions of ozone-depleting substances (ODS)	ESG Report – Page 34
GRI 306 - Waste		
306-1	Waste generation and significant waste-related impacts	ESG Report – Page 32-33
306-2	Management of significant waste-related impacts	ESG Report – Page 32-33
306-3	Waste generated	ESG Report – Page 32-33
306-4	Waste diverted from disposal	ESG Report – Page 32-33
206-5	Waste directed to disposal	ESG Report – Page 32-33
GRI 307 - Environmental Compliance		
308-1	New suppliers that were screened using environmental criteria	ESG Report – Page 47-48
GRI 400 - Social		
GRI 401 - Employment		
401-1	New employee hires and employee turnover	ESG Report – Page 25-26
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	ESG Report – Page 25-26 All benefits are effective immediately for full-time employees and after three months of continuous service for part-time employees
401-3	Parental leave	All full-time and part-time female employees are entitled to maternity leave and all full-time and part-time parents are eligible for parental/adoption leave. Employees returning from maternity and/or parental/adoption leave are re-instated to their former position, unless the former position is no longer available for a valid reason. In this event, employees are offered a comparable position with the same wages and benefits.
GRI 403 - Occupational Health and Safety		
403-1	Occupational health and safety management system	ESG Report – Page 27
403-2	Hazard identification, risk assessment, and incident investigation	ESG Report – Page 27
403-3	Occupational health services	ESG Report – Page 27
GRI 404 - Training and Education		
404-1	Average hours of training per year per employee	ESG Report – Page 28
404-2	Programs for upgrading employee skills and transition assistance programs	ESG Report – Page 28

404-3	Percentage of employees receiving regular performance and career development reviews	ESG Report – Page 28 100%. All employees receive performance reviews, regardless of gender or employee category.
GRI 405 - Diversity and Equal Opportunity		
405-1	Diversity of governance bodies and employees	ESG Report – Page 43-45
GRI 408 - Child Labour		
408-1	Operations and suppliers at significant risk for incidents of child labor	ESG Report – Page 47-48
GRI 409 - Forced or Compulsory Labour		
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	ESG Report – Page 47-48
GRI 412 - Human Rights Assessment		
412-1	Operations that have been subject to human rights reviews or impact assessment	ESG Report – Page 47-48 Supplier Code of Conduct Rogers Business Conduct Policy
GRI 413 - Local Communities		
413-1	Operations with local community engagement, impact assessments, and development programs	ESG Report – Page 12-20
GRI 414 - Supplier Social Assessment		
414-1	New suppliers that were screened using social criteria	ESG Report – Page 47-48
GRI 416 - Customer Health and Safety		
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	ESG Report – Page 21-22
GRI 417 - Marketing and Labeling		
417-1	Requirements for product and service information and labeling	ESG Report – Page 21-22 2020 Annual Report
417-3	Incidents of non-compliance concerning marketing communications	2020 Annual Report – Page 76-77, if applicable.
GRI 418 - Customer Privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	ESG Report – Page 24
GRI 419 - Socioeconomic Compliance		
419-1	Non-compliance with laws and regulations in the social and economic area	ESG Report – Page 21-22 2020 Annual Report – Page 76-77, if applicable.

Sustainability Accounting Standards Board index.

This Index complements Rogers 2020 Environmental, Social, Governance (ESG) Report.

The following index provides an overview of Rogers ESG reporting against the SASB Requirements, which combined with stakeholder feedback and our materiality process, help us identify what topics to report on.

For each SASB requirement, we identify where readers can find the relevant information in our 2020 ESG Report and/or in other Rogers materials. For some indicators we provide a short statement within the Index that outlines our response. Other Rogers materials can be found here:

- [2020 Annual Report](#)
- [2020 CDP Report](#)
- [Rogers Business Conduct Policy](#)
- [Rogers Privacy Policy](#)
- [2020 Transparency Report](#)

SASB Code	Activity Metric	Measurement	Reference / Omission
Environmental Footprint of Operations			
TC-TL - 130a.1	Total energy consumed	Gigajoules (GJ)	ESG Report - Page 38
TC-TL - 130a.1	Percentage grid electricity	Megawatt hour (eMWh), Percentage (%)	2020 CDP Report
TC-TL - 130a.1	Percentage renewable energy	Megawatt hour (eMWh), Percentage (%)	2020 CDP Report
Data Privacy			
TC-TL - 220a.1	Description of policies and practices relating to behavioural advertising and customer privacy	Discussion and Analysis	ESG Report - Page 24 Rogers Business Conduct Policy Rogers does not participate in behavioural advertising.
TC-TL - 220a.2	Number of customers whose information is used for secondary purposes	Number	ESG Report - Page 24
TC-TL - 220a.3	Total amount of monetary losses as a result of legal proceedings associated with customer privacy (excludes any legal fees or cost incurred to defend claims)	Number	2020 Annual Report - Page 76, if applicable
TC-TL - 220a.4	(1) Number of law enforcement requests for customer information (2) number of customers whose information was requested (3) percentage resulting in disclosure	Number, Percentage %	2020 Transparency Report Rogers will not disclose a customer’s confidential information to government agencies unless specifically compelled to do so by a legal authority or in the case of an emergency where the life, health, or security of an individual is threatened.
Data Security			
TC-TL - 230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of customers affected	Rogers does not disclose due to the sensitive nature of this information.	
TC-TL - 230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Discussion	ESG Report - Page 24 2020 Annual Report, Page 71, 74

Product End-of life Management			
TC-TL - 440a.1	Materials recovered through take back programs Percentage of recovered materials that were (1) reused, (2) recycled, and (3) landfilled	Metric tonnes (t), Percentage %	ESG Report - Page 33
Competitive Behaviour & Open Internet			
TC-TL - 520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behaviour regulations	Discussion	2020 Annual Report - Page 76, if applicable
TC-TL - 520a.2	Average actual sustained download speed of (1) owned and commercially associated content and (2) non-associated content	Rogers does not disclose due to the sensitive nature of this information.	
TC-TL - 520a.3	Description of risks and opportunities associated with net neutrality, paid peering, zero rating, and related practices	Discussion	2020 Annual Report - Page 82
Managing Systemic Risks from Technology Disruptions			
TC-TL - 520a.1	(1) System average interruption frequency and (2) customer average interruption duration	Rogers does not yet report on this indicator.	
TC- TL - 550a. 2	Discussion of systems to provide unimpeded service during disruption.	Discussion	ESG Report - Page 24 2020 Annual Report, Page 71, 74

SASB Code	General Standard Disclosures	Measurement/ Omission	Reference or Omission
TC-TL-000.A	Number of wireless subscribers	Number	2020 Annual Report - Page 26
TC-TL-000.B	Number of wireline subscribers	Number	2020 Annual Report - Page 26
TC-TL-000.C	Number of broadband subscribers	Number	2020 Annual Report - Page 26
TC-TL-000.D	Network traffic	Rogers does not disclose due to the sensitive nature of this information.	

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

Discover more about our corporate
responsibility at rogers.com/esg

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