

2021 Task Force on Climate-related Financial Disclosures



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Introduction

Being Transparent on Our Climate Disclosure

The Task Force on Climate-Related Financial Disclosures (TCFD) promotes a series of recommendations that encourages companies to transparently disclose climate-related risks and opportunities to support financial stability. The recommendations establish clear, comparable, and consistent guidelines for organizations to integrate climate change and its impacts on business and investment decisions. The intended outcome is for efficiency in global capital allocation toward transitioning our society into a resilient, low-carbon economy.

The TCFD structures its recommendations into four core areas that represent how organizations operate: Governance, Strategy, Risk Management, and Metrics and Targets. These four areas are supported by 11 recommended types of disclosures that build a framework to allow investors to assess climate-related risks and opportunities.

The intended outcome is for efficiency in global capital allocation toward transitioning our society into a resilient, low-carbon economy.

Committing to Climate Action

We believe that comprehensive, robust, and comparable disclosure on how we are identifying and addressing climate-related risks and opportunities is essential to building trust with our stakeholders. We support the TCFD recommendations and are committed to supporting the transition to a resilient, low-carbon economy.

Our intention with this report is to provide our stakeholders, including customers, investors, and industry partners, a clear view into our approach for identifying, assessing, measuring, and mitigating climate risks and opportunities and to show how they are integrated into our business, strategy, and financial planning.



Contents of our Report

05	Governance Disclose the organization's governance around climate-related risks and opportunities.	15	Risk Management Disclose how the organization identifies, assesses, and manages climate-related risks.
08	Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning where such information is material.	18	Metrics and Targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.

Introduction

About this Report

This is our second TCFD Report with an objective to discuss our progress and plans on climate change within the four pillars of the TCFD recommendations - Governance, Strategy, Risk Management, and Metrics and Targets. Information in this report is for the period January 01 to December 31, 2021, unless otherwise stated.

Within this report “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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This is our second TCFD report with an objective to discuss our progress and plans on climate change within the four pillars of the TCFD.

About forward-looking information

This TCFD 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 TCFD Report is subject to the disclaimer and qualified by the assumptions and risk factors referred to in Rogers 2021 Annual Report, as filed with securities regulators at [sedar.com](https://www.sedar.com) and [sec.gov](https://www.sec.gov), and also available at investors.rogers.com.

The forward-looking information contained in this TCFD Report describes our expectations as of the date this TCFD 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 TCFD Report is qualified by the cautionary statements herein.

Who We Are

About Rogers

Rogers is a leading Canadian technology and media company that provides world-class communications services and entertainment to consumers and businesses on our award-winning networks. Our founder, Ted Rogers, purchased his first radio station, CHFI, in 1960. Today, we are dedicated to providing industry-leading wireless, cable, sports, and media to millions of customers across Canada. More information about Rogers’ operations is available on [our website](#).

As Canada’s only national wireless network, we connect Canadians from coast to coast to coast. We believe we have a role in supporting environmental sustainability, corporate citizenship, and good governance.

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).

For further information about the Rogers group of companies, please visit [rogers.com](#). Information on or connected to this and any other websites referenced in this document does not constitute part of this document.

Almost all of our operations and sales are in Canada. We have a highly skilled and diversified workforce of approximately 23,000 employees. Our head office is in Toronto, Ontario and we have numerous offices across Canada.

Canada’s largest and most reliable 5G network and the first wireless provider to launch 5G in Canada

Internet speeds of 1 Gbps in our entire footprint and 1.5 Gbps in select areas.



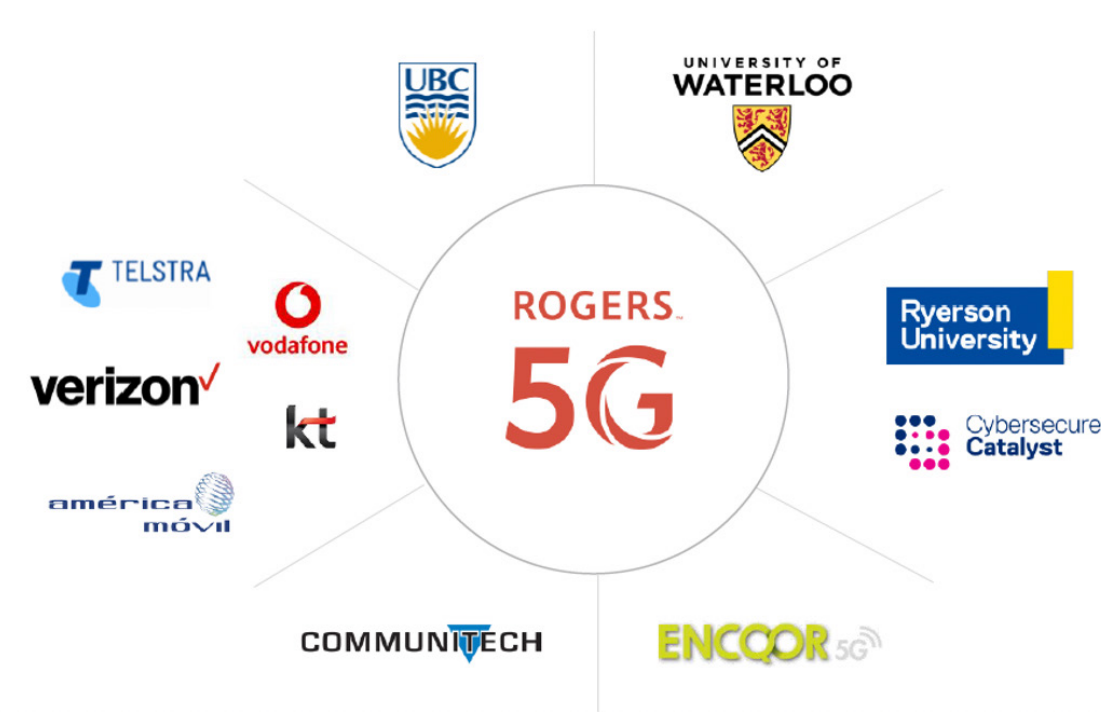
Largest cable footprint across Ontario, New Brunswick, and Newfoundland

Media focused on Canada’s largest sports entertainment portfolio



ROGERS tv

Building a 5G Ecosystem with leading institutions



2021 Highlights

Over the past year, we continued to formalize and advance our approach to addressing and managing climate-related impacts on our business.

The progress we have made is highlighted below and discussed in greater detail throughout the report.



Governance

- Established a new Climate Change Steering Committee at the executive level
- Conducted Board of Directors (Board) engagement on climate-related risks and opportunities awareness



Strategy

- Undertook a carbon pricing scenario analysis on business-as-usual forecasted emissions
- Completed a preliminary internal study to examine options for the setting new GHG emission reduction targets, utilizing a third-party consultant to align efforts with industry best practices



Risk Management

- Identified climate risks through the Enterprise Risk Management (ERM) strategic risk assessment process
- Established 122 business continuity plans that represent all business functions across Canada



Metrics & Targets

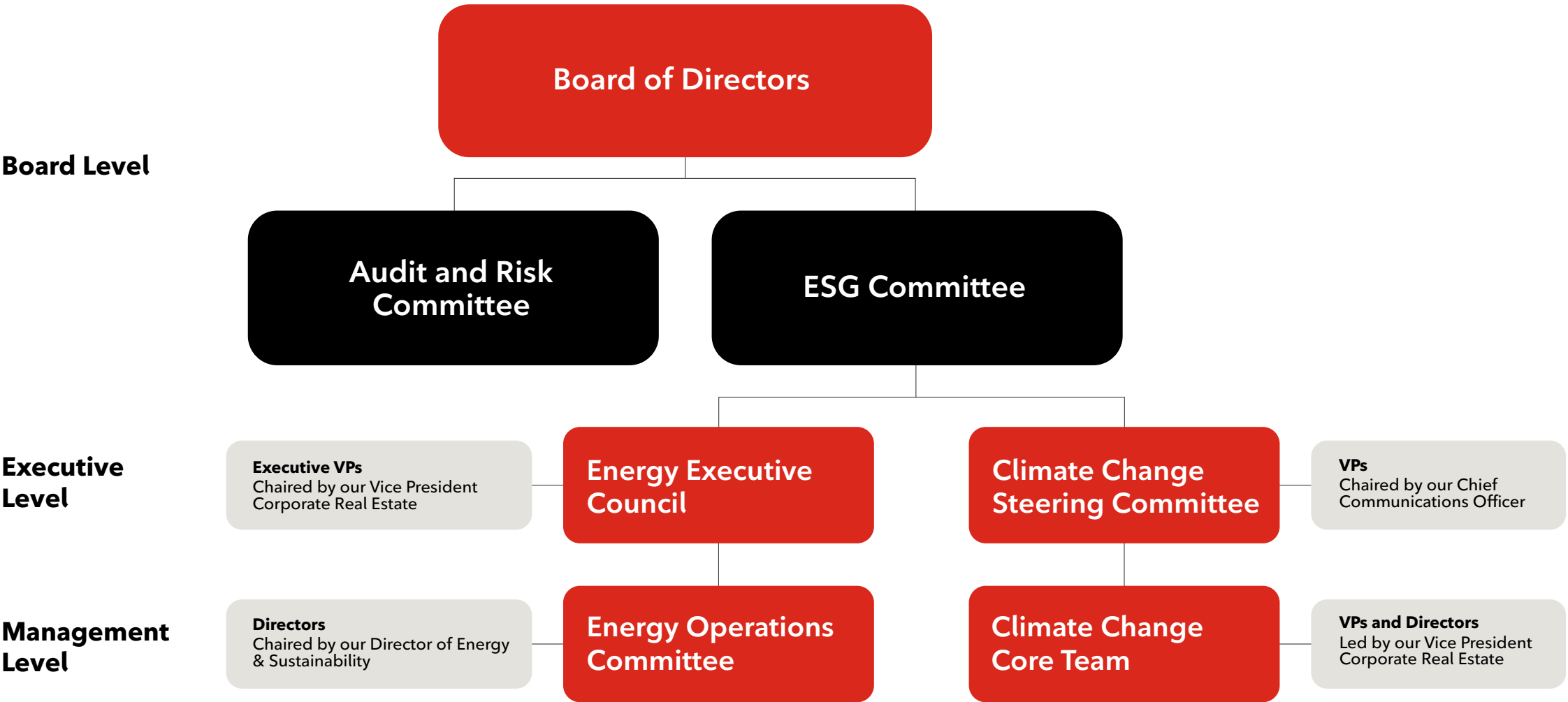
- Reduced GHG (Scope 1 & 2) emissions by 9.7% and a 4.2% decrease in total energy use compared to 2020
- Generated 44% of our electricity use from renewable energy sources
- Investigated options for establishing a new GHG emission reduction target

Governance

Embedding Climate Accountability

We have formalized dedicated oversight for climate-related issues at the Board and Executive Management levels of Rogers with clear lines of accountability. Effective oversight ensures we consider climate in strategic and financial planning, enabling us to better mitigate risks, capitalize on opportunities, and protect shareholder returns.

Climate Governance Structure



Board Oversight

Our Board oversees the conduct of the business and affairs of the Company, which includes climate-related matters of financial, regulatory, or reputational significance. The Board discharges some of its responsibilities directly and discharges others through committees of the Board. Two Board committees are particularly focused on our ESG-related policies, strategies, and disclosures.

ESG Committee

The ESG Committee assists the Board in fulfilling its ESG oversight responsibilities of relevant ESG policies, strategies and programs of the Company and the actions the Company can take to be a responsible corporate citizen. The ESG Committee is chaired by Martha L. Rogers and is comprised of three Directors, one of whom is independent, who bring extensive knowledge and experience in ESG matters.

In 2021, among other things, the ESG Committee reviewed climate-related issues and approved our 2020 ESG Report.

Audit and Risk Committee

The Audit and Risk Committee of the Board provides oversight of our risk management policies and associated processes to manage our risk exposure, including as it relates to identifying and managing material climate-related transition and physical risks that could impact our strategic objectives. The Audit and Risk Committee is chaired by Robert J. Gemmell and is comprised of three independent Directors.

As outlined in its mandate, the Audit and Risk Committee will, among other things, review the Company's major risk exposures and trends from all areas (e.g. information and cyber security, financial, data, privacy, physical security, environmental impact, new business initiatives) and management's implementation of risk policies and procedures to monitor and control such exposures.

Through our ERM Framework updates, the Audit and Risk Committee receives annual updates on possible climate risks as well as our business continuity and disaster recovery program. In 2021, climate-related risks were discussed through the ERM update, deemed to be an emerging risk issue, and added to the Rogers risk universe.

Governance

Executive Leadership

Our Executive Leadership Team has established a corporate governance framework to oversee the assessment and management of climate-related risks and opportunities. Through the governance framework, energy- and climate-related responsibilities have been assigned to the Energy Executive Council, the Climate Change Steering Committee, the Climate Change Core Team, the Energy Operations Committee, and the Management-level Energy and Sustainability Group. Having responsibility at all levels of leadership ensures accountability and effective management for climate-related issues.

Energy Executive Council

The Energy Executive Council is chaired by our Vice President, Corporate Real Estate and comprises executive leaders from across the business. The Energy Executive Council is responsible for assessing and managing our energy transition strategy and monitoring our emission reduction efforts and performance and how it contributes to our climate-related strategy. This includes overseeing target setting, approving reduction strategies and investments, and monitoring the implementation of innovative energy efficiency technologies across our operations, fleet, and corporate offices. In 2021, the Council was active through reviewing annual accomplishments, providing guidance on annual energy capital and operational projects, as well as approving Rogers’ new Energy Scorecard, which measures performance on our annual energy use relative to network traffic.

Having responsibility at all levels of leadership ensures accountability and effective management for climate-related issues.

Climate Change Steering Committee

The Climate Change Steering Committee has responsibility for approving and overseeing our climate approach, ensuring that appropriate resources are mobilized across the organization to meet that objective, and supporting our executive engagement activities. The Climate Change Steering Committee is supported by the Climate Change Core Team, which develops our climate change strategy and implements it across our business units. In 2021, members of both the Steering Committee and Core Team were engaged to act as the business units’ “champions”, helping expedite the completion of our preliminary internal study to examine options for the setting new GHG emission reduction targets and obtaining necessary approvals.

Governance

Management Level Direction

At the management level, we formalized our Energy and Sustainability Group to deploy our climate initiatives and risk management programs within the business lines.

Climate Change Core Team

Reporting to the Climate Change Steering Committee, the Climate Change Core Team, provides program leadership and engagement efforts across Rogers, identifying and measuring current and future decarbonization programs, as well as the oversight for financial implications to our climate change program and target development.

Energy Operations Committee

The Energy Operations Committee is responsible for the implementation of our energy strategy, including execution of energy efficiency efforts contributing to our emissions reduction. The Energy Operations Committee reports regularly to the Energy Executive Council on our emission reduction performance and identifies new and emerging opportunities for managing climate risk through emission reduction innovations and best practices. In 2021, our committee members continued sharing energy best practices, including execution of our Energy Standard across our buildings and head ends. Other areas of focus included deploying our 2021 energy capital projects, operational energy conservation measures from COVID-19 building shutdowns, as well as continued decommissioning of Network equipment.

Energy and Sustainability Group

The Energy and Sustainability Group ensures the effective implementation of our climate change approach and programs for managing climate-related risks and opportunities. Responsibility for providing performance inputs into our TCFD and Carbon Disclosure Project (CDP) disclosures also sits with the Energy and Sustainability Group. The Group reports to the Vice President, Corporate Real Estate, who provides regular updates on the effectiveness and performance of our climate change programs.

Accountability for the Energy and Sustainability Group is established through a performance bonus structure that is tied to the achievement of our energy, and associated annual GHG emissions, related management objectives. Some other departmental objectives are now including support for climate change related activities across Rogers.

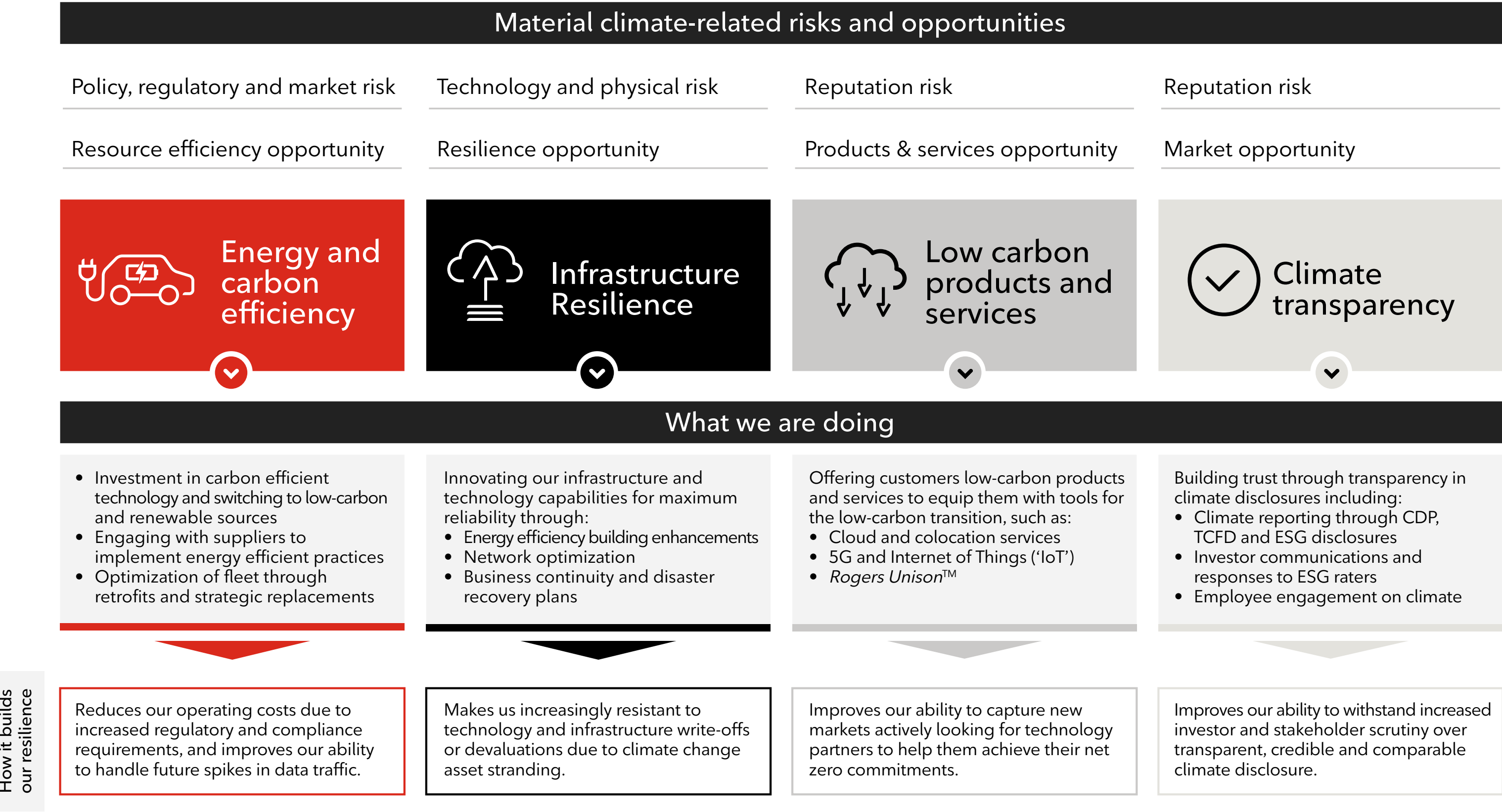
Next Steps

- We understand the importance of setting a strong foundation of governance, oversight, and accountability to working to ensure our Company remains resilient and prosperous during a rapidly changing climate. We commit to continuing to learn from best practices in the industry by;
- recommending that Climate Change be a standing item on quarterly Audit and Risk Committee agendas; and,
 - offering climate-related awareness training to our leadership.

Focusing our Climate Priorities

The telecommunications industry is a key player in moving our society forward in the transition to a low-carbon economy. The industry can be a key enabler in the transformation through low-carbon and energy efficient technology and communication tools such as 5G, as well as the transition to cloud-based models. Our climate priorities drive our approach to building decarbonization and climate

resilience into everything we do: across operations, supply chain, and the products and services we offer our customers. By bringing together innovative technology and networks, we can help equip these stakeholders to be a key part of the low-carbon transition to a more sustainable future. For further details on our goals and progress, please refer to our 2021 ESG Report.



Our climate priorities drive our approach to building decarbonization and climate resilience into everything we do: across operations, supply chain, and the products and services we offer our customers.

In Focus:

Using 5G to Advance Low Carbon Technology Solutions

Our role in the fight against climate change is driven, in part, by our development and deployment of new technologies that help curb GHG emissions. With the expansion and rollout of 5G across Canada, we are enabling many sectors to enhance efficiencies, transfer more data, and enable machine-to-machine learning/communications while optimizing energy use.

A report by Accenture published in 2020 identifies an abatement potential of 48-54 million metric tonnes of CO2e by 2025 across industries enabled by wireless technologies in Canada. We recognize that the rollout of 5G across Canada is not without its challenges, including the emissions associated with new base stations, network equipment, and extensive fiber optics.

Our focus will be on exploring opportunities in renewable energy, which has the potential to reduce emissions and provide offsets with the future abatement potential of 5G technology.

Aligning Climate Impacts and Initiatives

Understanding and identifying the climate-related risks and opportunities that impact our organization is an integral part of how we define our climate change initiatives.

Our ability to effectively identify the impacts of transition and physical risks informs how we develop relevant strategies. In doing so, we take into consideration the timescales over which we think about our business, which can vary from short-term horizons (1 to 3 years) to medium-term horizons (3 to 5 years) to long-term horizons (5 to 10 years). In 2021, we identified both transition and physical risks that could impact our business and linked these to our climate change initiatives related to: energy and carbon efficiency, infrastructure resilience, low carbon products and services, and climate transparency.

With the expansion and rollout of 5G across Canada, we are enabling many sectors to enhance efficiencies, transfer more data, and enable machine-to-machine learning and communications while optimizing total energy use.

Transition Climate Risks, Impacts and Initiatives

Transition Risks		
Risks	Potential Impacts	Initiatives
Policy, regulatory, and market (short-term)	Emerging carbon price and regulations and shifts in energy supply and demand could increase our operating costs, particularly related to fuel and electricity for our fleet, buildings, and network operations, while impacting costs associated with emission reductions.	Energy and Carbon Efficiency <ul style="list-style-type: none">• Building Retrofits: Updated our buildings with LED lighting retrofits, cooling optimization, and real estate consolidation and decommissioning• Vehicle Fleet: Conducted retrofits to drive fuel improvements• Cleaner Fuels: Switched to low-emitting fuels• Supply Chain Management: Encouraged improved energy efficiency measures and use of our services to help suppliers meet their own energy efficiency goals
Technology (short-term)	Market expectations for low-carbon technologies could impact our competitiveness and the demand for our products and services, potentially decreasing operating revenues	Low Carbon Products and Services <ul style="list-style-type: none">• 5G Network Upgrades: Invested in network efficiency improvements and deployed our 5G network in more than 1,500 communities and continued rolling out our 5G standalone network in Montreal, Ottawa, Toronto, and Vancouver to support future devices and chipsets as they become available• IoT (Internet of Things): Strengthened device connections to enable increased energy efficiencies and reduced emissions through automation• Decommissioning Equipment: Removed equipment to lower our GHG emissions, reduce our energy use and optimize our network• Low Carbon Solutions: Provided Smart Home Monitoring, cloud services, our <i>Rogers Unison</i>™ wireless telephone systems and products, and fleet, agriculture, and water management services to improve resource and energy use
Reputation (short-term)	Increased stakeholder perception for failing to take climate action and offer low-carbon products and services could impact our reputation with all our stakeholders (i.e. employees, customers, general public and investors) potentially resulting in reduced revenue	Climate Transparency <ul style="list-style-type: none">• Corporate Disclosure: Strengthened our climate transparency through our ESG, TCFD and CDP reports• Investor Requests: Continued to communicate with ESG investor rating organizations such as S&P, MSCI, ISS and Sustainalytics• Employee Engagement: Established green teams to mobilize climate action, including Earth Day, Earth Hour, and Waste Reduction Week.

Deploying Ericsson energy savings software solutions

Rogers has been focused on deploying advanced energy savings technologies to reduce network energy consumption and environmental impacts. With this shared commitment, Ericsson is collaborating with Rogers in the deployment of a secure and energy-efficient network. This includes initiatives to modernize radio equipment and enable energy saving sleep mode software features to help reduce power consumption in Radio Access Networks (RAN).

To deploy this initiative, Ericsson and Rogers assessed various combinations of network energy performance features to determine the feature combination and parameter settings that maximized power saving without impacting network performance and user experience. By implementing the most optimal combination, Rogers saved 25 GWh of power that equates to 3,000 metric tonnes of GHG emissions. Given the success of this initiative, Rogers and Ericsson continue to explore initiatives throughout 2022 and beyond.

Physical Climate Risks, Potential Impacts and Initiatives

Physical Risks		
Risks	Potential Impacts	Initiatives
Acute (short-term)	Increased severity and frequency of extreme weather events such as storm surges, wildfires, cyclones, and floods causing damage to network cell towers, flood/ fire damage to power supply stations, and blackouts, which could result in business disruptions to our operations and supply chain, increasing capital expenditures or operating expenses. costs associated with adaptation measures.	Infrastructure Resilience <ul style="list-style-type: none">• Business Continuity: The business monitored our networks for physical damage, established mitigation measures to help prevent damage. These measures included, amongst others, overlapping coverage, joint emergency roaming with peers, and deploying cells-on-wheels, and responding to damage in an efficient, time-sensitive manner• Disaster Recovery Plans: Developed plans to address worst-case scenario planning, such as loss of facilities from, amongst other events, extreme weather events, taking into consideration local climate conditions• Cleaner Fuels: Switched to low-emitting fuels• Supply Chain Management: Encouraged improved energy efficiency measures and use of our services to help suppliers meet their own energy efficiency goals
Chronic (long-term)	Increased precipitation and temperatures could impact our wireless connectivity performance and damage critical infrastructure, resulting in increased expenditure in cooling and protection of our network infrastructure, technology, and buildings.	Infrastructure Resilience <ul style="list-style-type: none">• Cooling Optimization: Investments to improve asset cooling capabilities through vacuum cooling equipment, which is an energy efficient alternative for ambient cooling• Building Upgrades: Embedded environmentally responsible design specifications that ensure physical climate resilience in the design and operation of our towers and operational sites

Climate Opportunities, Potential Impacts, and Initiatives

Opportunities		
Opportunities	Potential Impacts	Initiatives
Resource efficiency (short-term)	Implementing efficiency measures would help reduce annual energy operating costs, allowing us the potential of investing in R&D for innovative, low-emitting technology.	Energy and Carbon Efficiency <ul style="list-style-type: none">• Technology: Invested in innovative and energy-efficient technology across our fleet, building, and waste management processes• Vehicle Fleet: Optimized our fleet carbon efficiency dashboards and explored opportunities for electrification• Renewable Electricity: 44% of our consumed electricity was from renewable sources through electricity grid decarbonization across Canada
Products and services (short-term)	Offering our customers products and services that align with their changing preferences toward sustainable offerings, potentially increasing our market share and operating revenues through an increased customer base.	Low Carbon Products and Services <ul style="list-style-type: none">• Life Cycle Services: Provided customers with the opportunity to return our products sold to them through our trade-in programs, permitting them to reduce their impact on the environment• Production Investments: Continued to invest in productions that helped us look at our interconnectedness with our planet, our people, and the economy• Fleet Decarbonization: Offered vehicle tracking for customers to track driver behaviour in order to help improve fuel efficiency, optimize routes, and reduce carbon
Markets (medium-term)	Collaborating with key industry partners and customers to access new markets and diversify our product and service offerings, which could potentially increase our operating revenues and make us more resilient to sudden demand shifts.	Low Carbon Products and Services <ul style="list-style-type: none">• Technology: Invested in new technologies to expand our product and service offerings including cloud and colocation, 5G, and IoT• Partnerships: Explored partnership opportunities to offer our customers carbon offsets, including being part of a larger partnership agreement with the Coastal First Nations for the purchase of 4,000 tonnes of carbon offsets

Conducting Scenario Analysis

2021 was a transformational year for us as we engaged significantly with business units and our leadership to advance the development of our climate change approach.

Alongside these efforts, we performed a preliminary quantitative financial impact analysis for a changing carbon price and forecast our emissions against different global temperature scenarios. We recognize the importance of the TCFD’s guidance in performing quantitative climate scenario analysis to evaluate our company’s resilience in futures that include increases of 1.5C-2C in temperatures, using standardized, third-party scenarios to allow for comparability across our industry by investors and stakeholders.

This analysis will help enable us to target our climate investment efforts in areas with the most impact on our business. We have identified this as a key priority for our future efforts, in addition to establishing robust processes and controls to understand the impact of the climate risks and opportunities under each modeled scenario. We plan to transparently disclose our climate scenario methodology, assumptions, and insights in future TCFD reporting.

Carbon pricing scenario analysis

In 2021, we undertook a preliminary carbon pricing scenario analysis to evaluate the financial impact of a changing carbon price on our Company. Leveraging Canada’s minimum national price on carbon pollution projections from 2023-2030, with the carbon price reaching an expected \$170 CAD per tonne of CO2e by 2030.

Insights from our carbon pricing resilience analysis show that while there is expected to be a significant increase in the price of carbon, given our low reliance on fuels (approximately 5% of our annual energy costs), the associated financial impact is immaterial for our business. However, the increased carbon price still represents a cost to our business which could instead be directed to abatement initiatives in meeting our climate goals.

Next Steps

Over the next year, we plan to continue to enhance our climate strategic priorities. Our focus will be on strengthening our understanding of how climate-related issues affect our businesses, corporate strategy, and financial performance while enabling us to not only to be leaders in our sector’s transition to a low-carbon society but also make us prepared and resilient to the impacts of climate change. We commit to:

- Transitioning towards a robust climate scenario analysis leveraging third-party climate physical and transition risk scenarios; and,
- Engaging with our suppliers and partners to understand their climate-related issues and emissions, and to strongly encourage them and providing technologies and services, in establishing emissions reductions targets and reporting against the TCFD recommendations.

In Focus:

Global Temperature Emissions Scenario Forecast

In 2021, we conducted an internal preliminary study to conduct an in-depth scope 1, 2, and 3 emissions forecast from our base year of 2019 and future emission reduction projects.

The methodology covered three forecast scenarios:

1. **Business as Usual (BAU)** which considers the scenario where Rogers does not implement any abatement activities or source any renewable energy
2. **Grid decarbonization** which considers the scenario where a natural “cleaning” of the provincial electricity grid over time occurs from phasing out fossil fuel sources in select provinces
3. **1.5C** which considers the scenario where Rogers’ emissions are aligned with net zero emissions by 2050

The forecast covers and breaks down our emissions forecasts by transmission towers, data centres, offices, fleet, network facilities, power supply stations, retail, and stadiums to identify the areas with the greatest emissions and therefore the associated abatement opportunities for reductions. We assessed our historical emissions data and reviewed future growth forecasts and assumptions through engagement with business units.

The financial impacts of each forecast were assessed through marginal abatement costs as a result of changes in annual abated emissions, capital expenditures, operational expenditures, and operational savings, among others. The results of our emissions projections allowed us to forecast our emissions across the identified scenarios, thereby highlighting where our greatest climate-related risks and opportunities exist. This exercise was a key input into our climate work plan for establishing a new GHG emission reduction target.

Risk Management

Integrating Climate Risks

We recognize that climate change is an increasingly important consideration for all types of businesses, including telecommunications. Failure of climate change mitigation and adaptation efforts could affect our business through potential disruption of our operations or supply chains, damage to our infrastructure, and the effects on the communities we serve. We are working towards full integration of climate change risks into our ERM framework to ensure a comprehensive approach for identifying, assessing, and managing climate-related risks.

Identifying Climate Risks

Our processes for identifying climate risks are integrated into our ERM framework for risks that may impact our strategic, operational, financial, and regulatory and compliance objectives. On an annual basis, the ERM team engages with business units across the Company to identify key risks out of our “risk universe” categories, including an annual risk survey for all senior leaders. The risk universe categories consider industry trends and emerging regulatory requirements such as those identified in the annual [World Economic Forum Global Risks Report](#). In 2021, climate change risks identified through this process were reported by the ERM team to the Executive Leadership Team, the Audit and Risk Committee, and the Board.

Failure of climate change mitigation and adaptation efforts could affect our business through potential disruption of our operations or supply chains, damage to our infrastructure, and the effects on the communities we serve.

Climate Risk Integration Process



Risk Management

Assessing Climate Risks

After completing our climate risk identification process, we assess the identified risks through a likelihood versus impact assessment to gauge the materiality of the risks. The likelihood assessment considers the scope and nature of the risk, as understood by in-house subject matter experts. The types of risks considered in our enterprise-wide risk assessments, which cover climate-related risks, include current and emerging regulation, technology, market, reputation, acute physical, and chronic physical. Each of the climate-related risks (described in the strategy section of this report), along with some examples, are described below:

- **Financial risk:** Increased temperatures requiring more cooling investment for our network infrastructure and technology
- **Strategic and reputational risk:** Increased scrutiny from investors on climate disclosure and ESG ratings impacting reputational capital and company valuation
- **Operational risk:** Physical weather-related events disrupting our network operations
- **Compliance risk:** New regulations for meeting established carbon targets may result in non-compliance, resulting in regulatory penalties

We do not view climate change as a new risk, but rather a risk that manifests itself through existing risk categories covered in our ERM framework (i.e., financial risk, strategic risk, operational risk, and compliance risk). We have evolved our ERM framework for managing risks to include climate risk factors. We apply the Committee of Sponsoring Organizations of the Treadway Commission's (COSO) Enterprise Risk Management standard in managing our enterprise-wide risks, which include climate change risks. We also leverage the [COSO-WBCSD \(World Business Council for Sustainable Development\) guidance](#) on integrating ESG-related risks into our risk management processes.

We consider substantive financial or strategic impact to our business as the extent where our network connectivity is compromised or disrupted, thereby affecting the availability of our services to customers that could expose us to impacts on our reputation, costs, or revenues. We therefore include the resilience of our network infrastructure in assessing the potential impact.

A heat map is developed to prioritize the risks taking into consideration both likelihood and impact. We have established quantitative ranges for likelihood from “slight” to “expected”, and for materiality from “limited” to “significant”. Our risk appetite statement guiding principles guide our risk tolerance, which ranges from no tolerance to limited tolerance to moderate tolerance. Risks that exceed our materiality threshold for impact and likelihood of occurrence threshold are analyzed against our risk appetite and reported to our Executive Leadership Team on a quarterly basis for management of the risk depending on our exposure to the risk, and to our Board on an annual basis.

We do not view climate change as a new risk, but rather a risk that manifests itself through existing risk categories covered in our ERM framework (i.e., financial risk, strategic risk, operational risk, and compliance risk).

Risk Management

Managing Climate Risks

A key output from our annual strategic risk assessment is an enterprise-wide dashboard of our key risks with identified risk owners, mitigations, assessment of the risk in terms of likelihood and materiality, risk appetite, and associated key performance indicators (KPIs) for tracking our performance in managing the risk.

In 2021, the Business Continuity team worked with business units to develop 122 business continuity plans that represented all business functions across Canada, regardless of location.

Next Steps

We understand the importance of an integrated, robust enterprise-wide climate risk management program to protect and enhance shareholder and stakeholder value. We commit to:

- Defining an enterprise risk council with key stakeholders across the Company;
- Performing a risk scenario analysis and incorporating results into our risk management processes to identify and assess risks; and
- Establishing recurring training for ERM staff covering emerging climate-related risks and their potential impacts on the telecommunications industry.

In Focus:

2021 Climate Risks and Performance

In 2021, we identified a number of climate related KPIs, including network availability minutes, number and duration of outages, and number of dropped calls, among others. Risk trending based on our performance in managing the identified risks are presented to the Audit and Risk Committee on a quarterly basis by the ERM team.

The Executive Leadership Team and the Audit and Risk Committee are responsible for reviewing and approving our ERM policies. At the business unit and department level, our ERM team works with management to provide governance and advice on the key risks and associated mitigation controls. Business Continuity is a function within ERM that governs the program to develop plans. Business Continuity also manages incidents related to key risks with a focus on maintaining customer service and network operations in the event of human error or human-caused threats. Such threats also include natural disasters related to physical climate change events.

Business units develop and implement plans to return to normal business operations as quickly as possible following a disaster. In 2021, the Business Continuity team worked with business units to develop 122 business continuity plans that represented all business functions across Canada, regardless of location. In the case of an incident, our incident management structure must be followed. A disaster is an incident with the ability to impact our assets or disrupt our ability to provide the expected level of service to our customers.

Lastly, ERM works with Internal Audit to monitor the adequacy and effectiveness of controls to reduce risks to an acceptable level. Please refer to the Strategy section for our approach on managing specific climate-related physical and transition risks.

Metrics and Targets

Measuring our Performance

Our metrics and targets for tracking performance of climate-related risks and opportunities are embedded using a top-down approach across our financial, operational and ESG performance.

The metrics and targets are tracked and monitored at the executive and management levels of the company, enabling our teams to chart their progress toward our decarbonization and resiliency strategy, while empowering our business units to implement innovative initiatives in meeting those targets. We also obtain independent third-party assurance on our climate metrics; refer to our 2021 ESG Report for our external assurance statement.

Greenhouse Gas Emissions

We measure our Scope 1, 2, and 3 GHG emissions annually to monitor our performance against our target to reduce absolute Scope 1 and 2 GHG emissions by 25% by the year 2025, from our base year of 2011. We anticipate setting new reduction targets in 2022 for our absolute emissions in tonnes of carbon dioxide equivalent (tCO2e). These reductions are 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.

In 2021, we reduced our total Scope 1 and 2 GHG emissions by 9.7%, and our total GHG emissions by 4.2%.* From an intensity perspective, in 2020, we started measuring our Scope 1 and 2 emissions in terms of network traffic (tCO2e/total annual volume PB) driven by reduced building occupancy in light of COVID, and continuous energy conservation measures. Last year, our Scope 1 and 2 emission intensity improved 20.3% when compared to 2020, driven by reduced building occupancy in light of COVID, and continuous energy conservation measures.

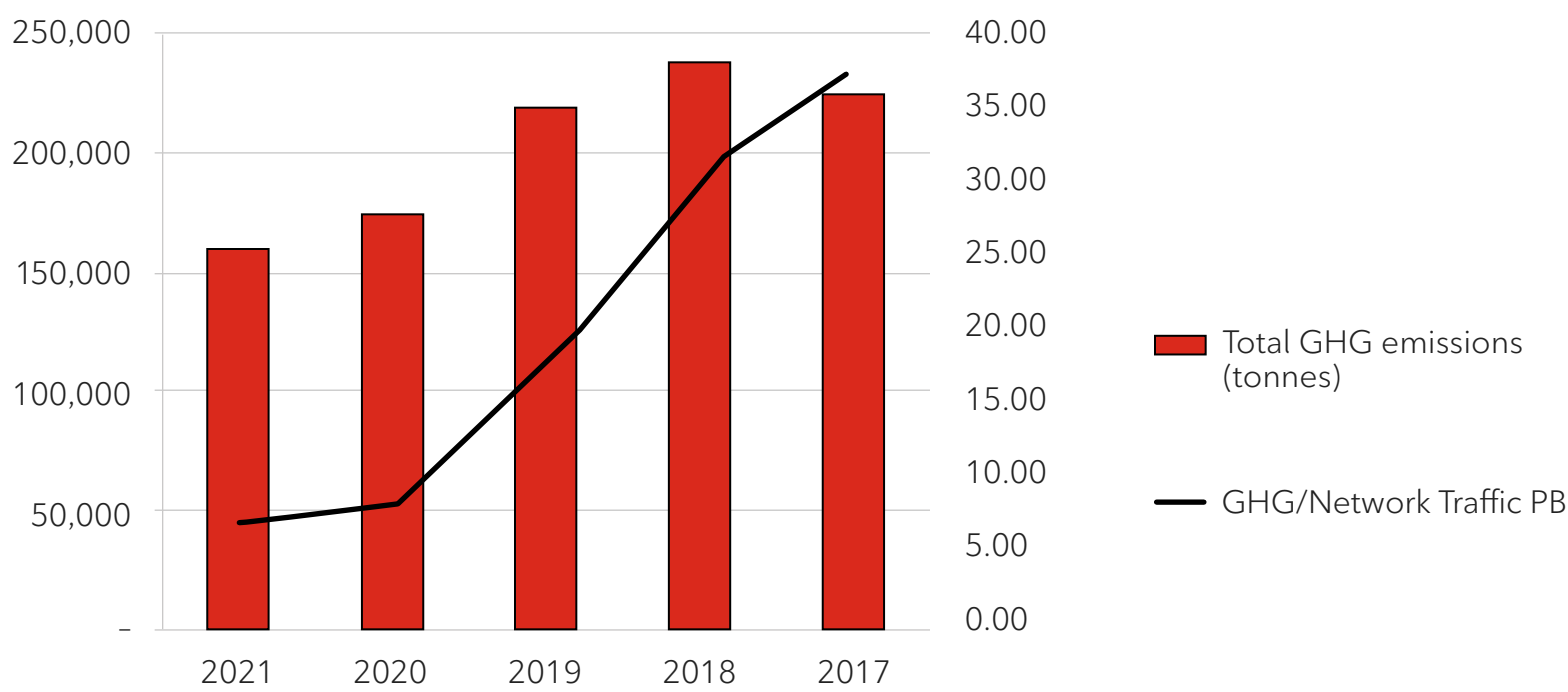
As part of our efforts to improve the measurement of our Scope 3 emissions, in 2021 we engaged a third-party consultant to understand the completeness and materiality of our Scope 3 emissions using 2019 data. While we currently track our emissions from purchased goods and services (category 1), waste generated in operations (category 5), business travel (category 6) and employee commuting (category 7), we are implementing efforts to measure and disclose on our emissions from other material scope 3 categories, notably our fuel and energy-related activities (category 3), franchises² (category 14), and investments (category 15).

¹ Direct and indirect energy use (GJ) and scope 1 and 2 GHG emissions (tonnes CO2e)

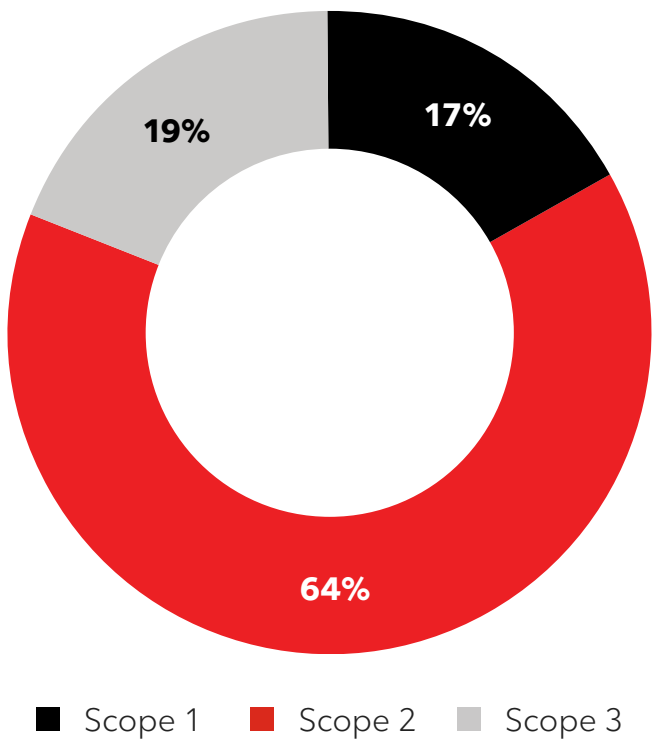
² Rogers Dealer locations

*Historically, emissions from energy used by Rogers for Business data centers (2020: 29,670 tCO2e; 2019: 33,976 tCO2e) were classified entirely as Scope 2. In 2021, we determined that, where separately sub-metered, emissions from energy used to support the overall building infrastructure (13,352 tCO2e) should be presented as Scope 2, while emissions from energy used by Rogers for Business™ data center customers (16,476 tCO2e) are outside Rogers’ operational boundary and should be presented as Scope 3. Emissions from energy used by Rogers for Business™ data center customers have not been reclassified from Scope 2 to Scope 3 in the comparative periods.

GHG Emissions per Network Traffic (Tonnes/PB)*



2021 GHG Emissions by Scope



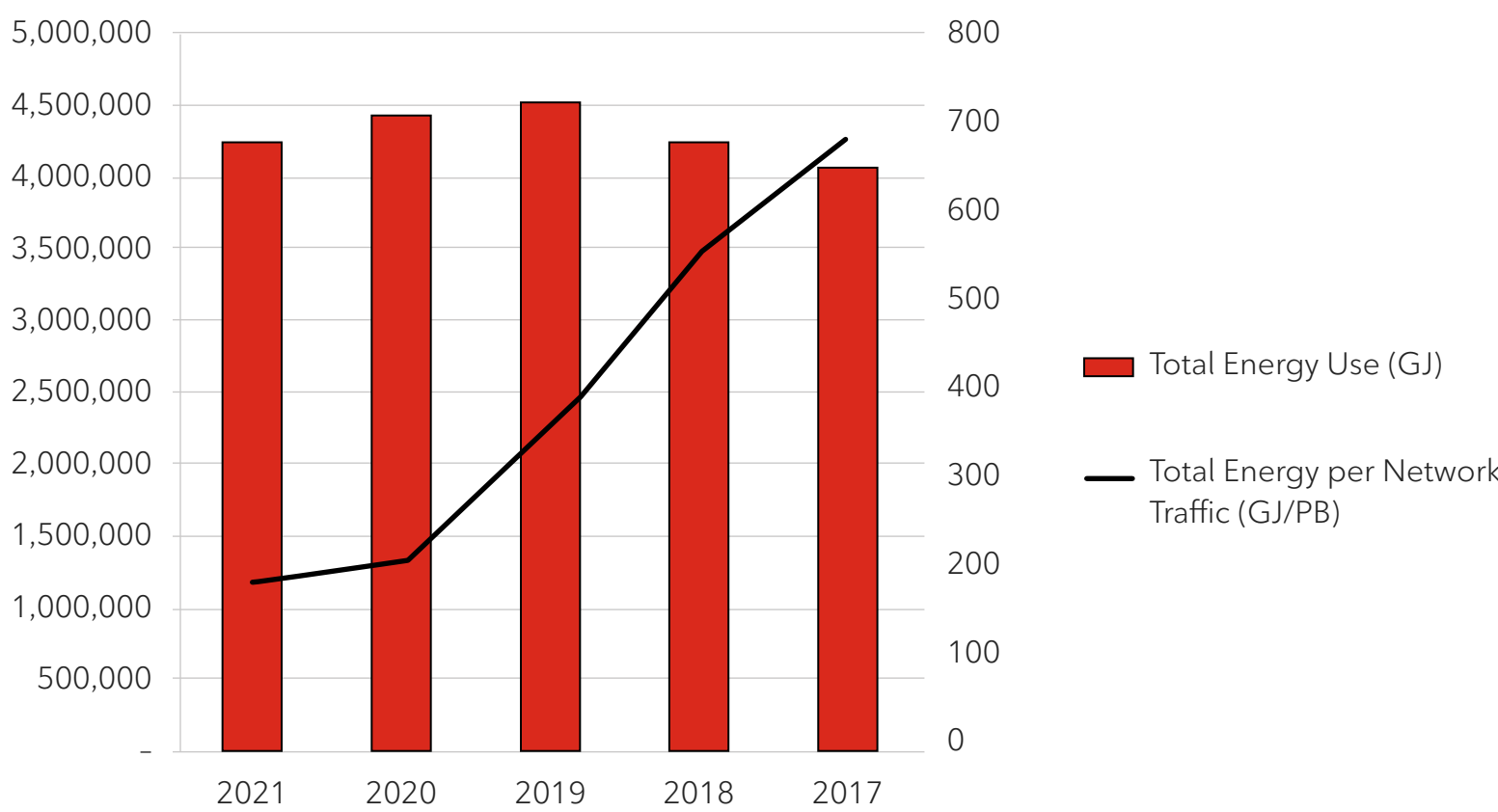
*The network volumes across our core network measures LTE, 3G, 5G & High-Speed Internet data and is defined as the total amount of data per month to (downstream) and from, (upstream), the customer measured in petabytes (PB)

Metrics and Targets

Energy Consumption

Our energy consumption is significantly influenced by our network growth and operations. We measure energy consumption annually to monitor our performance against our target to reduce energy consumption by 10% by 2025 from our base year of 2011. Approximately 89.8% of our energy use is from our electricity purchases, followed by natural gas at 5.7% and other fuels representing 4.5%. In 2021, we increased our energy use by 13.1% from our 2011 base year due to the significant growth in our business, particularly network traffic.

Total Energy Use per Network Traffic (GJ/PB)



*Historically, emissions from energy used by Rogers for Business data centers (2020: 29,670 tCO2e; 2019: 33,976 tCO2e) were classified entirely as Scope 2. In 2021, we determined that, where separately sub-metered, emissions from energy used to support the overall building infrastructure (13,352 tCO2e) should be presented as Scope 2, while emissions from energy used by Rogers for Business™ data center customers (16,476 tCO2e) are outside Rogers’ operational boundary and should be presented as Scope 3. Emissions from energy used by Rogers for Business™ data center customers have not been reclassified from Scope 2 to Scope 3 in the comparative periods.

Renewable Energy

We measure the volume of energy procured from lower carbon sources based on the national grid, which can include hydro, wind, solar, and other energy sources. In 2021, approximately 44% of our energy consumption was from lower carbon sources, which related specifically to electricity consumption from renewable energy sources.

Landfill Waste

Waste generation that is directed to a landfill can contribute to indirect Scope 3 GHG emissions. We measure the volume of waste generated, including electronic waste, that is directed to a landfill. In 2021, 27% of our waste was directed to landfills, representing 3,525 tonnes of GHG emissions, contributing approximately 11% of our indirect Scope 3 emissions.

Metrics and Targets

2020 and 2021 Performance Metrics and Targets Summary Table

Risks	2021	2020	% Change	Target
Total Energy				
Total direct and indirect energy use (GJ)	4,252,614	4,438,340	-4.2%	10% reduction from 2011 baseline by 2025
Energy use per revenue (GJ/\$ million) ¹	290	319	-9.0%	Improve over 2020
Energy use per network traffic (GJ / PB)	188	223	-15.7%	-
Electricity from renewable sources	44%	44%	-	-
Emissions				
Scope 1 and 2 ² greenhouse gas emissions (metric tonnes of CO2e)	133,754	148,118	-9.7%	25% reduction from 2011 baseline by 2025
Scope 1 and 2 greenhouse gas emissions per revenue (metric tonnes of CO2e / \$ million) ³	9.13	10.64	-14.2%	-
Scope 1 and 2 greenhouse gas emissions per network traffic (tonnes / PB)	5.92	7.43	-20.3%	-
Scope 3 greenhouse gas emissions (metric tonnes of CO2e)	30,959	23,565	+31.4%	-
Purchased Goods and Services ²	17,377	834	+1983.6%	-
Waste	3,525	2,659	+32.6%	-
Business Travel	1,801	2,632	-31.0%	-
Employee Commuting	8,256	17,439	-52.7%	-

¹ Total energy use per revenue is a supplementary financial measure; it is calculated by dividing energy use in gigajoules by consolidated revenue in millions of dollars.

² Historically, emissions from energy used by Rogers for Business data centers (2020: 29,670 tCO2e; 2019: 33,976 tCO2e) were classified entirely as Scope 2. In 2021, we determined that, where separately sub-metered, emissions from energy used to support the overall building infrastructure (13,352 tCO2e) should be presented as Scope 2, while emissions from energy used by Rogers for business data center customers (16,476 tCO2e) are outside Rogers’ operational boundary and should be presented as Scope 3. Emissions from energy used by Rogers for business data center customers have not been reclassified from Scope 2 to Scope 3 in the comparative periods.

³ Scope 1 and 2 GHG emissions per revenue is a supplementary financial measure; it is calculated by dividing the sum of Scope 1 and 2 GHG emissions in metric tonnes by consolidated revenue in millions of dollars.

NEXT STEPS

We strive to continuously improve our ambitions in measuring our climate-related performance. We commit to:

- Following the successful acquisition of Shaw, developing a new GHG emission reduction target appropriate for our business and industry best practices
- Exploring opportunities to track our engagement with suppliers to implement their own emission reduction targets and with customers through education on low-carbon products and services.

Conclusion

Over the past year, we learned that the TCFD reporting process is an iterative one. As we present our results, we continue to reflect on how we integrate climate risks and opportunities into our ERM framework and strategy to transition to a low carbon economy.

As we look forward, we plan to formalize new climate targets, conduct more in-depth scenario analysis, and strengthen our integration of climate-related risks and opportunities into our ERM framework.

Together with our 2021 ESG Report and our 2021 Annual Report, we believe we will help our customers, investors and other stakeholders understand our progress in 2021 and how we plan to elevate our approach going forward.

As we look forward, we plan to formalize new climate targets, conduct more in-depth scenario analysis, and strengthen our integration of climate-related risks and opportunities into our ERM framework.

Rogers is committed to protecting the environment, promoting the health and wellness of its employees and contributing to the economic vitality of the communities in which it operates.

The best is yet to come.

Ted Rogers

