



Women in Production Action Plan – Annual Report
January 31, 2022

Introduction

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

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

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

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

With respect to independent production, programs of national interest (PNI) represent only a very small portion of our overall programming investment. Within those productions, 32% of the key creative roles were held by women in the 2020/2021 broadcast year, up from 29% in the 2019/2020 broadcast year and 27% in the 2018/2019 broadcast year (see attached Women in Production detailed report). This demonstrates that gender parity efforts within Canada's independent production community (including those of the Canada Media Fund) are having their intended effect.

Achieving Gender Parity

Key Decision-Making Roles at Rogers Sports & Media

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

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

As of the publication of this report, **53% of key creative, editorial and decision-making roles in Rogers in-house programming are held by women:**

Category	Total Employees	Total Female	Percentage
Managerial roles in production and news	127	60	47%
Programming and planning	5	4	80%
On-air (journalists)	74	45	61%
Total	206	109	53%

Rogers Sports & Media has maintained over 50% representation of women in these key roles for the last two reporting years (2020 and 2021), an increase from the 48% we reported in our original Action Plan.

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

- Recruitment and Retention
- Development and Advancement
- Organizational Partnerships

Our work in these areas in 2021 is detailed further in this report.

Commissioned and Affiliated/In-House Programming

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

As reported in 2020, Rogers Sports & Media updated our program licence agreements to contractually require that all independent original productions we commission meet a

minimum target of 50% women in the key creative roles identified above, and do not fall below the 40% threshold for producer, writer and director roles.

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

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

Some highlights of productions underway on content created by and featuring female talent include:

- **Abroad:** a half-hour comedy series focusing on the immigrant experience in Canada, starring and co-created by Isabel Kanaan, a Filipina comedian. Launching 2022 on OMNI Regional.
- **Wong & Winchester:** a 60-min female-driven detective procedural drama starring a Chinese-Canadian ex-cop turned private investigator. Launching 2022 on Citytv.

All IN

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

In 2020, [Rogers Sports & Media launched All IN](#), an Inclusion & Diversity strategy that encompasses all areas of the media business and complements the wider diversity strategies implemented by Rogers Communications Inc. (the parent company of Rogers Sports & Media).

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

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

All five pillars launched in 2020 and key initial achievements in each respective pillar were detailed in Rogers Sports & Media's Women in Production 2020 Annual Report and 2020 Annual Report on Cultural Diversity.

Work continued in 2021 with All IN announcing the five organizations (Big Brothers Big Sisters, Blacbiblio.com, Canadian Women & Sport, Friends of Ruby, and Spirit North) that will receive free advertising and creative services this year as part of RSM's inclusion & diversity program.

RSM partnered with Canadian Women & Sport to officially launch their 'She's Got it All' campaign, highlighting the challenges that continue to prevent women and girls from staying in sport. Canadian Women & Sport's mission is to build an equitable and inclusive sport system that empowers girls and women within and through sport. Rogers Sports & Media provided national marketing support through our radio, digital, TV Closed Captioning and Rogers Out-of-Home advertising billboards.

Corporate Accountability

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

diverse teams that bring different perspectives, experiences and skills that together make us a stronger team.

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

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

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

Complementing our organization-wide strategy, each of our 11 business units has set tailored I&D plans to ensure I&D is embedded across our business. With the full weight of our team behind our plans, we can demonstrate the value inclusion brings to our people, customers, and communities. This is how we will live up to our purpose as an organization, continue to make Rogers one of the best places to work in Canada and make more possible for all Canadians.

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

Recruitment and Retention

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

Rogers Sports & Media's All IN hiring campaign was launched in order to ensure our hiring practices are more inclusive. In 2021 we revamped how Rogers Sports & Media attracts, recruits and selects talent. Job descriptions were constructed using gender neutral language, eliminated the mention of degrees or years of experiences and focused on objective and clear expectations of the roles. Rogers Sports & Media recruitment teams amplified job postings to job boards such as HireBIPOC,

LimeConnect, Indigenous link, and others. The interview process was updated to ensure that job interviews consisted of a diverse hiring panel and structured interview guides were used to reduce bias.

OMNI Scholarships

OMNI Regional launched the OMNI Regional Scholarship program in 2020, with \$60,000 in scholarship funding to be distributed over three years to support post-secondary journalism students interested in pursuing a career in ethnic and third-language journalism. OMNI Regional awarded ten \$2,000 scholarships in 2021 to students from diverse ethno-cultural backgrounds: eight of the 10 recipients were women. Our hope is that these scholarships will increase representation of women from under-represented backgrounds in Canadian ethnic and third-language newsrooms.

Corporately, in 2021 Rogers Communications:

- Reset our Rogers I&D Council to help us accelerate our plans and foster inclusion for equity-deserving groups. The Council now includes five Employee Resource Groups, the Black Leadership Council, business unit I&D leads, with support from Executive sponsors from across the business.
- Enhanced and updated our Self Identification Questionnaire (SIQ) which included the addition of subcategories for Visible Minorities / People of Colour. This change has enabled us to dive deeper into the nuances of the employee experience, identifying opportunities to further inclusion, diversity, and equity for all equity-deserving groups. Data from the SIQ is used to set goals, measure our progress, and support equity-deserving groups throughout their employee journey.
- Created safe spaces to discuss difficult topics such as anti-racism, dismantling systemic barriers, and allyship through Safe Talk / Listening sessions. These sessions were first introduced in 2020 at an organization-wide level and in 2021 were offered within business units to help inform their tailored plans and progress on I&D.
- Introduced new training and resources on important topics like Allyship, Psychological Safety, and Unconscious Bias.
- Enhanced our recruitment practices by introducing accessible and inclusive job postings, leveraging job sites for diverse communities, ensuring diverse interview panels, and requiring diverse slates (goal of 50% representation from equity-deserving groups including women).
- Launched a two-part inclusive hiring training that focuses on enabling our leaders to build a more diverse team. Through the training, leaders explore what it means to hire for diversity and the important role they serve in building an inclusive recruitment experience. Leaders learn essential information about each equity-

deserving group, including the biases that may arise during recruitment and how to mitigate them.

- Launched a new company-wide 1:1 mentoring program with an emphasis on the development of equity-deserving groups. The program offers the option to request a mentor with a similar lived experience.
- Increased representation in key development programs such as the Accelerated Development Program to support the growth and development of equity-deserving groups.
- Empowered more people leaders to drive diversity across the company with the expansion of scorecards and diversity KPIs to Director+ as part of the annual performance review cycle.

Development and Advancement

One of the key findings of the CRTC Women in Production Summit was that women continue to face barriers to career advancement. Once women are in the Rogers Sports & Media talent pool, they need opportunities to advance and grow their careers. The following initiatives, which continued in 2021, are designed to promote and advance women into senior leadership positions:

Accelerated Development Program (ADP)

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

RISE for Women

Through inclusion, ally support, mentorship, sponsorship, education and inspiration, RISE for Women supports women at Rogers as they build their careers, strengthen their networks and continue to learn, grow and thrive at Rogers. In 2021, RISE supported employees through:

- A week of virtual International Women's Day programming
- Connected women across Canada through our first ever national speed networking events
- Amplified the success of female talent through our monthly RISE & Shine newsletter

- Created opportunities for learning and development in our Book Club and various Speaker Series Events
- Strengthened our partnerships with Women’s Shelters Canada, Women in Communications and Technology and Catalyst
- Inspired 156 up-and-coming leaders and 52 mentors in our Mentoring Circles program
- Gave back to our communities through external and community partnerships like our regional Backpack Fundraiser that saw \$14.1K and 464 backpacks in donation
- Created supportive environments in our Safe Talk sessions where everyone can feel empowered to be themselves
- Offered countless hours of personal time to our organization and members

Partnerships with Organizations

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

Women in Communications and Technology (WCT)

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

Catalyst

Catalyst is an organization that works with companies to build “workplaces that work for women” and to accelerate women’s progress. Our partnership with this organization continued in 2021, with Catalyst providing educational resources, research, consulting and facilitation with the goal of advancing women into leadership positions.

Recognized and Rewarded

Rogers was recognized as one of *Canada’s Best Diversity Employers 2021*, marking the ninth year Rogers received this designation based on our inclusive programs for women, visible minorities, persons with disabilities, Indigenous Peoples, and members of the lesbian, gay, bisexual, trans, queer and more (LGBTQ2S+) communities. The editors of the competition highlighted the following initiatives by Rogers:

- In the past year, Rogers' launched Safe Talk and Safe Talking and Listening sessions to create space for self-identifying Black employees and allies to engage in conversation on anti-racism and dialogue on constructive ways to be an ally to the Black community
- Rogers conducted an internal research study to identify barriers for women and patterns of system bias through the employee lifecycle, including recruitment, development planning, performance ratings, and overall employee experience -- along with six other Canadian broadcasters, Rogers also set gender parity goals for 2025 as well as action plans to support gender equality in the industry
- Rogers recently launched a Guide to Inclusive Customer Interactions series to help frontline teams introduce inclusive principles when interacting with customers (series starts with a focus on gender identity and expression)

Canadian Ethnic Media Association Award Nomination

CityNews Toronto and OMNI's *Behind Closed Doors* was a multi-part investigative series focusing on the cycle of family violence in Canada. Survivors featured in the series were predominantly from marginalized communities, including women of colour and people living with disabilities. The series was recently recognized with a nomination from the Canadian Ethnic Media Association Awards.

Conclusion

Rogers Sports & Media appreciates the opportunity to share our progress in achieving and maintaining gender parity in key creative, editorial, and decision-making roles by 2025. We maintained a focus on increasing representation of women in key decision-making roles and were successful in doing so. As this report demonstrates, we've also continued to develop recruitment and hiring practices that will continue this trajectory, alongside a significant business investment, via All IN, to support equity-seeking communities including women.