



Women in Production Action Plan – Annual Report
January 31, 2023

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 (RSM) committed to developing a voluntary action plan to ensure more women are in decision-making capacities and 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 developing lasting solutions to address gender parity in Canada's production industry.

Rogers Sports & Media supports industry efforts to increase representation of women and people from other underrepresented groups and is committed to influencing the independent producers it works with to achieve gender parity in Rogers-supported productions.

Rogers Sports & Media's Action Plan focuses on programming and productions where we can effect the greatest change: our owned and controlled content. The vast 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 teams. 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.

Independent production represents only a very small portion of our overall programming investment. Within those productions, 38% of the key creative roles were held by women in the 2021/2022 broadcast year (see attached Women in Production detailed report). We have reported year-over-year increases since the first year of our first report (27% in the 2018/2019 broadcast year). 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, 51% 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	74	31	42%
Programming and planning	5	4	80%
On-air (journalists)	79	46	58%
Total	158	81	51%

Rogers Sports & Media has maintained over 50% representation of women in these key roles for the last three reporting years (2020, 2021, 2022), 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 2022 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.

In 2022, Citytv produced a documentary in partnership with the Weengushk Film Institute which aired on the National Day for Truth and Reconciliation. Called SHKOZIN (Ojibway for “wake up”), it follows six Indigenous and Black women who each document their own evolution of awakening, reclaiming their stories and their voices, while resident for one month at the Weengushk Film Institute on Manitoulin Island.

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.

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

Work continued in 2022 with All IN announcing eight organizations (Breakfast Club of Canada, Dollar a Day Foundation, Egale Canada, POV, Raven Reads, Révolutionnaire, UnitedWeCurl and Women's Para Hockey of Canada) that received free advertising and creative services as part of RSM's inclusion & diversity program.

As described below, one of these organizations, Women's Para Hockey of Canada, contributes directly to the advancement of women in sports.

Women's Para Hockey of Canada

Women's Para Hockey of Canada's mission is to contribute to the health and well-being of girls and women+ with disabilities by developing, promoting, and providing opportunities to participate in the sport of para hockey from grassroots development to an elite level throughout Canada.

"Women's Para Hockey of Canada is grateful and thrilled to have been selected as one of Rogers Sports & Media's All IN partners. We know that sport and recreation opportunities for girls and women+ with disabilities have been disproportionately affected by the COVID-19 pandemic. Rogers Sports & Media's support will have a major and lasting impact on improving accessible and inclusive sporting opportunities for girls and women+. We are so thankful for this chance to advance the sport and make a difference in communities across Canada." – Janice Coulter, President, Women's Para Hockey of Canada

In addition, a variety of important initiatives were carried out by RSM and its Content Advisory Council, all designed to celebrate and support women:

Rogers Sports & Media Content Advisory Council – International Women's Day

In 2022 the Rogers Sports & Media Content Advisory Council oversaw a week-long celebration of International Women's Day on Sportsnet which featured trailblazing women in the world of sports. Themed #BreakTheBias, programming included daily vignettes and live event features which were then made available across Rogers Sports & Media services. OMNI, BT, Cityline and TSC also created distinct programming marking this important day, while RSM's JACK-branded radio stations flipped to a JILL-format, airing all-female musicians throughout the day interspersed with inspirational messages from women who own, operate and run businesses in each station's local community.

Holiday Harmony Project

Rogers Sports & Media created the Holiday Harmony Project to spotlight diverse Canadian businesses and connect them with consumers. Via on-air mentions and commercial spots, businesses owned by **women**, persons with disabilities, and members of the Black, Indigenous, People of Colour and 2SLGBTQ+ communities were promoted to inspire people to shop with purpose.

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. Our success in this area was recognized in 2022 by two esteemed benchmarks:

- Rogers was one of 418 companies across 45 countries included in **Bloomberg's Gender-Equality Index** for our commitment to transparency and setting a new standard in gender-related data reporting across five pillars: women in leadership & talent pipeline, equal pay & gender pay parity, inclusive culture, anti-sexual harassment policies, and pro-women brand.
- Rogers also made the **Globe and Mail's 2022 Report on Business Magazine's Women Lead Here list**, which evaluates some of the largest publicly traded companies in Canada to measure the ratio of roles held by women and men within the top three tiers of executive leadership.

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 has specific and measurable action items and are key components of our commitment to increase representation across the board at Rogers by 2025.

In support of our organization-wide strategy, our I&D council includes representation from each of our 10 business units. In this way, they can support the work of the equity deserving groups and drive focus to their business unit's own I&D plans. With the full weight of our team behind our plans, we see the value inclusion brings to our people, customers, and communities. This is how we will live up to our purpose as an organization and continue to make Rogers a great place to work.

Rogers Communications' long-standing commitment to inclusion and diversity is the backbone of the Rogers Sports & Media Women in Production Action Plan, which builds 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.

In 2022, Rogers Sports & Media continued to implement the best practices from our 2021 ALL IN hiring campaign to ensure that our hiring practices are more inclusive. As part of that campaign, we revamped the way we attract, recruit, and select talent. For example, job descriptions are constructed using gender-neutral language, and our recruitment teams amplify job postings to job boards such as: HireBIPOC, LimeConnect, Indigenous link and others. The interview process was also updated to ensure that job interviews consist of a diverse hiring panel and that structured interview guides are used to reduce bias.

Sportsnet BIPOC Sports Media Onboarding

The sports media industry lacks diversity both in-front and behind the camera, partially due to barriers to entry that face equity-seeking communities, including women. To address these barriers, Sportsnet developed an intensive training/development opportunity for young BIPOC persons looking to enter the sports media industry.

Sportsnet hosts an annual series of skill-building and networking workshops for a select group of 14-16 young male and female BIPOC professionals and students from across Canada. The workshops consist of 60–90-minute weekly information sessions over 8-10 weeks, in which industry leaders and key internal talent provided specific lessons and insights into their careers and core areas of expertise. At the end of the workshops, participants are connected with key hiring managers to develop ongoing relationships and mentorship to assist in career placement.

As part of the program, mentees are also provided the opportunity to apply for paid summer internships in their mentorship year with the hopes of securing long-term employment in their chosen career path.

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 2022 to

students from diverse ethnocultural backgrounds: six of the 10 recipients were women. Our hope is that these scholarships will increase representation of women from underrepresented backgrounds in Canadian ethnic and third-language newsrooms.

Corporately, in 2022 Rogers Communications:

- Celebrated two Rogers leaders, Édith Cloutier (Regional President for Quebec and VP, Sales) and Nicole McCormick (Senior Manager of Newsgathering CityNews), who were named 2022 Catalyst Honours Champions for representing the highest level of inclusive leadership in corporate Canada. The award is given to four Canadian leaders annually, in recognition of their transformational contributions for women through workplace inclusion.
- Launched inclusive hiring training for all hiring managers to develop awareness of equity-deserving groups, mitigate bias, and offer a positive candidate experience.
- Continued the 1:1 mentoring program with a focus on equity deserving groups.
- Continued to hold space for open conversation through 15+ Safe Talk & Listening sessions for corporate and frontline team members, on topics such as racism, allyship, women's rights, mental health, living with disabilities, multiculturalism, and belonging in the workplace.

As a result of our continued focus on recruiting senior female talent, we saw an increased representation of women in our VP+ population, which was up 1.6% pts (data as of December 31, 2022).

Development and Advancement

In 2022 Colette Watson was appointed President of Rogers Sports & Media, responsible for the company's 23 conventional and specialty TV channels including Sportsnet, 29 local TV stations, 54 radio stations, 3 digital services, 2 podcast networks, Today's Shopping Choice, a multiplatform content studio, and data offerings. A highly respected industry leader who has always been passionate about equity for women in the workplace, Colette Watson was also the President of CPAC and a past recipient of the esteemed Trailblazer of the Year award by Canadian Women in Communications.

Strong female leaders create the space for change and development. In addition to Colette's ongoing mentorship and support of women at Rogers Sports & Media, our Director Digital Ad Operations, Jennifer Chan, won the 2022 Women in Communications and Technology (WCT) Leadership Excellence Mentor Award. Jennifer Chan leads a large team responsible for ad inventory for Rogers Sports &

Media's digital, radio and tv assets, and was recognized by this award for her strong mentorship, guidance, and promotion of women on her team and her dedication to their growth and development.

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 2022, 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 (includes Rogers Women of Colour and Rogers Women in Technology)

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

Notable initiatives undertaken in 2022 include the following:

- Hosted a Safe Talk and Listening session to create open space to discuss women's rights in the wake of the review of Roe vs. Wade legislation in the US and the impact it will have in Canada.
- Held a series of informative and empowering events in celebration of International Women's Day, including a spotlight event with Colette Watson, President, Rogers Sports & Media who sat down with Melanie Ng, Anchor/Reporter, Breakfast Television for a fireside chat.
- Delivered a range of learning opportunities through the RISE Speaker Series, Rogers Women in Technology (RWiT) Coding Day, and several virtual speed networking sessions.
- Hosted a panel conversation on International Day of the Girl to highlight the challenges girls face while also promoting empowerment.

RISE has been responsible for bringing together a popular Speaker Series featuring Rogers' leaders and guest panellists who share stories and advice to help enrich employees' careers. For example:

- “Building Courage and Conviction: Moving through change positively without losing yourself,” a session moderated by Ashlea Kay, Sr. Manager Organization Effectiveness.
- Hosted a panel discussion featuring leading women from outside of Rogers who each shared inspiring stories on their experiences leading in male-dominated industries, adjusting to change, overcoming adversity, and maintaining resilience.
- Launched the Speaker Series and National Network events in French and English that helped to develop mentorship and sponsorship opportunities.
- Highlighted the ways in which women at Rogers are contributing to our culture through the Rise & Shine spotlights.
- Submitted nominees for and received awards for Jennifer Chan at WCT and Nicole McCormick and Edith Cloutier at Catalyst.
- Delivered career affecting learning opportunities through the Speaker Series, RWiT Coding, Speed Networking and International Women’s Day.
- Gave back to the next generation of women leaders through the International Day of the Girl event.
- Expanded our definition and understanding of historical contributions of all women through the #HERStory campaigns.
- Had Safetalks on pronouns with Spectrum and the Iranian women’s crisis by RWOC.

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 a global non-profit organization that works with companies to build inclusive workplaces and to accelerate women’s progress. Our partnership with this organization continued in 2022, with Catalyst providing educational resources, research, and support with the goal of advancing women into leadership positions.

Recognized and Rewarded

Rogers was recognized as one of *Canada's Best Diversity Employers 2022*, 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 LGBTQ2S+ communities. The editors of the competition highlighted the following initiatives by Rogers:

- *Rogers' inclusion and diversity council monitors progress to achieving its goals through quarterly updates (metrics include representation, promotion, retention, and engagement), and maintains representation goals and action plans for each of its business and functional units (with dedicated inclusion and diversity dashboards).*
- *Rogers recently established a Black Leadership Council which aims to advocate for anti-Black racism, keep the organization accountable, and influence programs and initiatives supporting Black employees -- additionally, the company introduced resources on anti-Black racism and allyship in the past year, including a toolkit for leaders on how to talk about race at work, and an employee guide on what it means to be anti-racist.*
- *Rogers launched a Guide to Inclusive Customer Interactions series to help front-line teams introduce inclusive principles when interacting with customers (series starts with a focus on gender identity and expression).*

Also in 2022, Sharon Hinds from Rogers Sports & Media received the Big Brothers Big Sisters of Toronto 2022 Corporate Champion of the Year award for all her efforts managing the All IN program.

Summary

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 not only measurably successful in doing so, but also recognized for our efforts with several prominent awards. We created compelling content, particularly on our sports services, telling women's stories in underrepresented spaces. And we used our media platforms to elevate women's organizations and businesses, connecting them with our audiences and promoting their efforts both locally and nationally.

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.