



ROGERS COMMUNICATIONS INC.
2013 CORPORATE SOCIAL RESPONSIBILITY REPORT



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Established in 1960, Rogers Communications is one of Canada's leading diversified communications and media companies.

We manage our operations in four segments – Wireless, Cable, Business Solutions and Media – through which we provide a comprehensive range of products and services.

COVER PHOTO

NICHOLAS KUMAR
OMBUDSMAN'S OFFICE
BURNABY

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ABOUT THIS REPORT

The Rogers Corporate Social Responsibility (CSR) Report communicates our social, environmental and economic performance in Canada for the 2013 calendar year, focusing on material issues identified through engaging our various stakeholders.



FTSE4Good



CSR REPORTING APPROACH

We are taking a new reporting approach to better meet the information needs of our stakeholders by providing details about our CSR activities in three segments:

- Our **CSR Report** is a year-in-review that describes our CSR work and progress in 2013 to address [our top 17 material issues](#) identified through [stakeholder feedback](#). We have divided this report into six major sections, where we explain why our material issues are important and our approach to managing them. We use a scorecard for each section to track the progress of our selected Key Performance Indicators (KPIs) against our objectives, as well as to lay out our objectives for 2014. We have also included a chart that outlines our challenges in 2013 and how we responded. This report is available online as a downloadable PDF.
- Our **GRI Index** allows stakeholders to easily locate information about how we are addressing topics and requirements contained in the G3 [Global Reporting Initiative](#) (GRI) Sustainability Reporting Guidelines. Our GRI Index is available online as a [downloadable PDF](#).
- Our **CSR Website** communicates our ongoing policies, programs and practices related to our material issues. Stakeholders can get additional details on topics of interest, access our [Glossary of Terms](#) used throughout our report, read featured stories, download past CSR reports, and more. Access our CSR Website at www.rogers.com/csr.

GRI COMPLIANCE

We use the GRI G3 Sustainability Reporting Guidelines and the Telecommunications Sector Supplement to guide our CSR reporting. We self-declare our 2013 CSR Report as achieving Application Level B+. Download our [2013 GRI Index](#).

We have taken a number of steps to prepare for our transition to the GRI G4 Sustainability Reporting Guidelines, including developing a more robust materiality assessment process to better determine the issues most significant to our business. This has allowed us to focus our reporting on our “material” issues – the issues that are of most concern to our stakeholders. For more information, see our [CSR at Rogers](#) section.

DATA MEASUREMENT

This report has been prepared by the Rogers CSR team, which is responsible for the collection and presentation of information. Every effort is made to ensure that all content in the report is accurate, authenticated by internal subject experts and reviewed by management.

EXTERNAL ASSURANCE

This is the second year Rogers engaged KPMG LLP (KPMG) to provide limited assurance over selected information contained in the CSR Report, in addition to the audit of Rogers’ consolidated financial statements. KPMG’s 2013 assurance report on selected performance indicators can be found on page 4 of this report and KPMG’s audit report on Rogers’ 2013 consolidated financial statements can be found on page 88 of our [2013 Annual Report](#).

As part of our commitment to transparency and data integrity, in 2013 we increased the scope of assured information to include five additional key performance metrics. In this document, the symbol ★ indicates assured information in 2013 and the symbol ✚ indicates assured information in 2012. KPMG’s 2012 assurance report can be found on page 84 of [Rogers 2012 CSR Report](#).



MORE ONLINE
www.rogers.com/csr



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HELP US IMPROVE
We encourage your ideas and comments to help us improve our reporting. Email us at csr@rci.rogers.com

EXTERNAL ASSURANCE STATEMENT



Independent Limited Assurance Report to Rogers Communications Inc.

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, 2013, on certain quantitative performance information disclosed in the 2013 Corporate Social Responsibility Report (the Report) as described below.

In addition, we have been engaged to check Rogers' self-declared Global Reporting Initiative (GRI) application level.

SELECTED INDICATORS

The scope of our limited assurance engagement, as agreed with management, comprises the following Selected Corporate Social Responsibility (CSR) Indicators and Selected Greenhouse Gas (GHG) Indicators (collectively, the 'Selected Indicators').

SELECTED CSR INDICATORS

GOVERNANCE

- Employees trained on Rogers Business Conduct Guidelines (%)

CUSTOMERS

- Customer retention – prepaid and postpaid wireless monthly churn rate (%)
- Complaints reported to Rogers Office of the Ombudsman (number)
- Complaints resolved by the Rogers Office of the Ombudsman in less than 60 days (%)
- Devices collected and processed for reuse and recycling (number)
- Capital expenditures (\$)

EMPLOYEES

- Employee engagement score (%)
- Employee participation rate in the biannual R10 employee survey (%)
- Voluntary turnover rate (%)
- Visible minority employees overall and in senior manager roles (%)
- Persons with disabilities overall and in senior manager roles (%)
- Women employees overall and in senior manager roles (%)
- Aboriginal employees overall and in senior manager roles (%)
- bWell Ambassadors (number)

ENVIRONMENT

- Direct and indirect energy use (GJ)
- Customers who receive e-bills (%)
- Paper usage (tonnes)

COMMUNITY

- Community investment – cash (\$)
- Community investment – in-kind (\$)
- Pre-tax profits donated (%)
- Volunteer hours (number)
- Employee volunteers (number)


ECONOMY & SOCIETY

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

SELECTED GHG INDICATORS

ENVIRONMENT

- Scope 1 and 2 GHG emissions (tonnes CO₂e)
-

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 Rogers' CSR and GHG performance and most relevant to their stakeholders.

There are no mandatory requirements for the preparation, publication or review of CSR performance metrics. As such, Rogers applies its own internal reporting guidelines and definitions for CSR reporting in preparing the Selected CSR Indicators which can be found in the Glossary of Terms located [online](#).

The Selected GHG Indicators contained within the Report have been prepared by management in accordance with the World Resources Institute/World Business Council for Sustainable Development Greenhouse Gas Protocol (the GHG Protocol).

MANAGEMENT'S RESPONSIBILITIES

Management is responsible for the preparation and presentation of the Report in accordance with Rogers' internal reporting guidelines and definitions for CSR reporting for the Selected CSR Indicators and in accordance with the GHG Protocol for the Selected GHG Indicators, current as at the date of our report. Management is also responsible for the identification of stakeholders and material issues, for determining Rogers' objectives in respect of sustainable development performance and reporting, and for establishing and maintaining appropriate performance management and internal control systems from which the reported performance information is derived.

EXTERNAL ASSURANCE STATEMENT

> CONTINUED

OUR RESPONSIBILITY

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 3000 *Assurance Engagements other than Audits or Reviews of Historical Financial Information* (ISAE 3000), issued by the International Auditing and Assurance Standards Board and ISO 14064-Part 3 Specification with Guidance for the Validation and Verification of Greenhouse Gas Assertions. ISAE 3000 and ISO 14064-3 require that we comply with applicable ethical requirements, including independence requirements.

We have not been engaged in respect of and our conclusion does not cover any periods prior to the year ended December 31, 2013.

ASSURANCE APPROACH

We planned and performed our work to obtain all the evidence, information and explanations we considered necessary in order to form our conclusions as set out above. 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 to the Selected Indicators, as appropriate. Our procedures included:

- Inquiries of management to gain an understanding of Rogers' processes for determining the material issues for Rogers' key stakeholder groups;
- 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 to test the design of internal controls relating to data collection and reporting of 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 CSR and GHG 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.

Our assurance report is provided solely to Rogers in accordance with the terms of our engagement. Our work has been undertaken so that we might report to Rogers on those matters we have been engaged to report upon in this assurance report, and for no other purpose. We do not accept or assume responsibility to anyone other than Rogers for our work, for this assurance report, or for the conclusions we have reached.

INDEPENDENCE AND COMPETENCE

In conducting our engagement we have complied with the independence and other ethical requirements of the IFAC Code of Ethics for Professional Accountants and of ISO 14064-3.

The engagement was conducted by a multidisciplinary team which included professionals with suitable experience in both assurance and in the applicable subject matter including environmental, greenhouse gas, social, governance and financial aspects.

OUR CONCLUSIONS

Based on the procedures performed, as described above, nothing has come to our attention that causes us to believe that the Selected CSR Indicators for the year ended December 31, 2013 as identified above and disclosed in the 2013 Corporate Social Responsibility Report have not been prepared and presented, in all material respects, in accordance with Rogers' internal reporting guidelines and definitions for CSR reporting, or that the Selected GHG Indicators for the year ended December 31, 2013 as identified above and disclosed in the 2013 Corporate Responsibility Report have not been prepared and presented, in all material respects, in accordance with the World Resources Institute/World Business Council for Sustainable Development Greenhouse Gas Protocol as at the date of our report.

Based on the work performed, we concur with Rogers' self-declared B+ Global Reporting Initiative application level as disclosed in the 2013 Corporate Social Responsibility Report.



Chartered Professional Accountants,
Licensed Public Accountants

July 2, 2014
Toronto, Canada

A MESSAGE FROM THE PRESIDENT & CEO



GUY LAURENCE

PRESIDENT AND CHIEF EXECUTIVE OFFICER
ROGERS COMMUNICATIONS INC.

“At the very heart of Rogers is an unrivaled spirit to innovate and to deliver a great experience for our customers, our employees and the communities where we live.”

Each and every day we connect people from around the corner with people from around the world. We play a vital role in society so we have an important responsibility to develop sustainable solutions that improve our lives, and make the world around us better.

I joined Rogers late last year and spent my first twelve weeks crisscrossing the country, listening to our customers and meeting with some of the most passionate and dedicated employees I’ve ever worked with. At the very heart of Rogers is an unrivaled spirit to innovate and to deliver a great experience for our customers, our employees and the communities where we live.

When it comes to the customer experience, we know we need to raise the bar. In 2013, we hired more customer care representatives to provide faster service, introduced training programs to help our front line employees resolve problems more quickly, and created a more efficient process to prioritize and eliminate the top customer irritants. In 2014, we’re stepping up our commitment by reorganizing the entire company around our customers’ needs. This is the start of a long-term journey to create and deliver a better, more consistent customer experience.

In 2013 we continued to focus on making Rogers a workplace of choice for our employees, both to start a career and to build it. We continued to offer best-in-class benefits and pay, invest in learning and training and started to build out a culture of diversity, inclusion and innovation. In 2014, we’ll increase our investment in employee training and in the tools and resources needed to make Rogers a more agile workplace.

Technology holds the key to creating not only a more sustainable business, but also a better world. In 2013, we set our first company-wide targets to reduce energy use and greenhouse gas emissions. Our new workplace waste management program has helped to divert more than 60% of our waste from the landfill, and more than half of our customers now choose to receive their bills electronically. Rogers Smart Home Monitoring makes it easy for customers to manage and reduce their energy use using their smartphone or tablet. And Next Issue Canada helps Canadians reduce paper use via an all-you-can-read newsstand of magazine options on their tablet.

Technology also helps to create strong, vibrant communities. In 2013, we continued to grow our Raising the Grade program, providing young Canadians with free computer and Internet access at Rogers technology centres. We also piloted our Connected for Success program, offering affordable Internet access to lower-income families in Toronto Community Housing, with the goal of expanding the program in 2014.

These are just some of the steps we’ve taken over the last year to be a more responsible, sustainable company. We know we need to do more and we are committed to this journey. I look forward to updating you on our progress next year. As Ted Rogers always said – The best is yet to come.

A handwritten signature in black ink that reads "Guy Laurence".

GUY LAURENCE

PRESIDENT AND CHIEF EXECUTIVE OFFICER
ROGERS COMMUNICATIONS INC.

CSR AT ROGERS

Being a good corporate citizen is at the very heart of Rogers. We strive to deliver the best, most innovative products and services while managing our operations responsibly and conducting our daily activities in an ethical and transparent way.

Our CSR initiatives support our business vision of “leading the enablement and delivery of seamless, customer-driven communications, entertainment, information and transactional experiences across any device, place or time.”

CSR & OUR BUSINESS STRATEGY

At Rogers, CSR is integral to our business growth and competitive advantage. It helps us build customer loyalty, enhances employee recruitment and retention, helps mitigate risks, and provides value to all of our stakeholders. These interconnected outcomes support our present and long-term success, and drive our strategic business objectives.

The key tenets of operating responsibly and being a good corporate citizen are woven throughout our business. Examples of how we manage and strive to improve our CSR performance include:

- Building CSR into our organizational values, policies (e.g., [Rogers Business Conduct Guidelines](#)) and structures (e.g., [Corporate Governance Committee](#), [CSR Governance Committee](#)).
- Having strong programs and initiatives in place, and constantly introducing new ones, to apply and enhance social and environmental stewardship throughout our daily operations and beyond to our supply chain and communities. We aim to effectively manage our operational impacts, including reducing our environmental footprint.
- Consulting and engaging with our stakeholders to identify and better understand their issues and expectations. This helps us determine which areas to focus on in our ongoing CSR strategy (see the Stakeholder Engagement and [Our Material Issues](#) sections for more information).



STAKEHOLDER ENGAGEMENT



IN DEPTH

+ [Awards](#)

+ [Memberships](#)

The feedback we receive from our stakeholders serves as the baseline for identifying and monitoring our material issues, and drives our CSR strategy. We have many stakeholders, including customers, employees, suppliers, environmental groups, community members, non-profit organizations, all levels of government, industry and trade associations, media, shareholders and investors. These are our main stakeholders because some are directly or indirectly affected by our business activities, while others have an interest in what we do and our specific views.

We have an open-door approach, listening to and communicating with our stakeholders to better understand their views, priorities and concerns. Their feedback helps us make responsible and balanced decisions. We tailor our engagement channels to each group, providing ample and convenient ways to communicate with us.

STAKEHOLDER ENGAGEMENT

> CONTINUED

STAKEHOLDER GROUP	HOW WE ENGAGED IN 2013	TOP PRIORITIES	HOW WE RESPONDED
CUSTOMERS	<ul style="list-style-type: none"> Customer Measurement Program Daily interactions via stores, call centres Social media channels Office of the Ombudsman Problem resolution process Corporate website 	Customer service and support	Customer Service
		Service coverage and reliability	Network Coverage & Reliability
		Transparent product and pricing information	Customer Transparency
		Quality products that are safe, secure, ethically sourced	Responsible Products Paper Reduction Ethical Procurement & Sourcing
		Services for diverse customers	Serving Diverse Communities
		Accessible products and services	Accessibility
EMPLOYEES	<ul style="list-style-type: none"> R10 engagement survey One-on-one manager/staff discussions 360-degree feedback process Online chats with executives Town halls and online forums Rogers STAR Hotline 	Opportunities for dialogue and feedback	Employee Engagement Creating an Engaging Culture (online)
		Opportunities for training and development	Learning & Development (online)
		Attractive compensation and benefits	Talent Management Compensation & Benefits (online)
		Safe working conditions and personal wellness	Health, Safety & Wellness
		Diversity and inclusion	Diversity & Inclusion
		Opportunities to be socially and environmentally responsible	CSR at Rogers Responsible Products Get Up & Get Green Employee Community Involvement
ENVIRONMENTAL GROUPS	<ul style="list-style-type: none"> Meetings with environmental consultants and groups Employee participation and awareness Memberships 	Environmental management approach	Environmental Management (online)
		Strategies to reduce environmental footprint and mitigate risks	Energy Use & Climate Change Mitigation
		Efforts to build environmental awareness and engagement	Recycling & Waste Management Environmental Management (online)
LOCAL COMMUNITIES & NON-PROFITS	<ul style="list-style-type: none"> Partnerships and outreach Sponsorships Employee volunteerism Memberships Community consultations 	Corporate giving/philanthropy	Community Investment
		Support for education and youth	Education & Youth
		Support for Canadian media production and talent	Canadian Media Production
		Volunteerism	Employee Community Involvement
		Community concerns related to wireless communications and cell tower siting	Cell Tower Siting & Public Consultation
SUPPLIERS	<ul style="list-style-type: none"> Request for Proposal and Request for Information processes Interaction with the Rogers Procurement team Site visits to factories and supplier offices 	Fair and transparent supplier selection process	Supply Chain Management (online)
		Supply chain relationships/ management	Supply Chain Management (online)
		Ethical procurement	Ethical Procurement & Sourcing
GOVERNMENT, NON-GOVERNMENTAL ORGANIZATIONS (NGOs), ASSOCIATIONS & MEDIA	<ul style="list-style-type: none"> Relationships with government officials and regulators Participation in CRTC hearings and government forums Public-private partnerships Dialogue with NGOs Participation in multi-stakeholder initiatives Media outreach and relations 	Consumer protection initiatives, including clarity of contracts	Customer Transparency
		Public policy perspectives	Public Policy Engagement
		Ethical practices and compliance	Business Ethics & Integrity
		Economic contributions	Economic Development & Impact
		Efforts to support digital inclusion	Digital Inclusion
		Efforts to avoid conflict minerals	Avoiding Conflict Minerals (online)
SHAREHOLDERS & INVESTORS	<ul style="list-style-type: none"> Stakeholder information events Meetings/feedback sessions with mainstream and socially responsible investor groups Surveys, consultations 	Return on investment	Maintaining a Strong Business
		Long-term, sustainable growth	Maintaining a Strong Business
		Sound corporate governance	Governance & Risk Management
		CSR approach and reporting	CSR at Rogers

OUR MATERIAL ISSUES

We are committed to understanding, managing and being transparent about the evolving material issues we face.

ASSESSING WHAT'S MATERIAL

With many stakeholders, we face diverse needs, demands and expectations. We use a multi-faceted process to help us identify and focus on the most “material issues,” which we define as those that are:

- a) Significant to our stakeholders and substantively influence their perceptions and decisions, and
- b) Significant to our business in terms of social, environmental and/or economic impact.

Our material issues identification process includes:

- Gathering input and feedback directly from stakeholders, including customer and employee surveying.
- Taking part in external surveys, consulting with experts in their respective fields, and participating in industry and trade associations to obtain additional insights on stakeholder perspectives and emerging trends.
- Assessing the competitive and regulatory landscape, and any business risks and opportunities that may impact our sustainability.
- Reviewing news coverage of topics that concern our business and stakeholders.
- Considering the [Global Reporting Initiative](#) (GRI) guidelines for social, environmental and economic disclosures deemed important by the international community.

This past year, we expanded our material issues identification process by engaging our CSR Governance Committee in an in-depth issues analysis and discussion. This was followed by a comprehensive review of stakeholder priorities and concerns, which Committee members formally ranked according to level of stakeholder importance and potential impact on Rogers.

The outcome of our material issues identification process guides the content of this report.



OUR MATERIAL ISSUES

> CONTINUED

OUR CSR FOCUS AREAS & MATERIAL ISSUES

Based on our latest material assessment process, we have identified 17 material issues, which we grouped into six CSR focus areas, as shown in the accompanying diagram.

Our aim is to report our progress in addressing these material issues in a transparent and balanced manner. We have made an effort to select measurable and meaningful KPIs for each material issue and have disclosed our objectives for each, whether quantitative or qualitative, to track our progress.



A portrait of a woman wearing a patterned hijab and a nose ring, set against a red background. The text 'GOOD GOVERNANCE' is overlaid on the right side of the image.

SAUDAH CHOWDHURY
TECHNICAL SUPPORT CONSULTANT
YORK MILLS

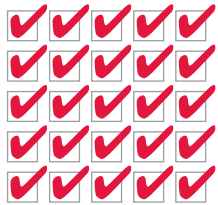
GOOD GOVERNANCE



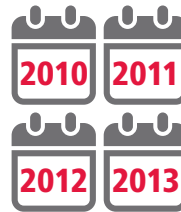
GOOD GOVERNANCE

Our organizational structures, policies and controls support good governance at Rogers and provide an ethical and accountable foundation for how we do business.

2013 HIGHLIGHTS



25 KPIs
independently assured.



4 years
in a row

of more than 95% of employees trained on Rogers Business Conduct Guidelines.

OUR PROGRESS AT A GLANCE

● Achieved ♦ In Progress ○ Not Achieved

DESCRIPTION	2013			2014
	OBJECTIVES	PROGRESS	RESULTS & COMMENTARY	OBJECTIVES
GOVERNANCE & RISK MANAGEMENT				
Number of material KPIs independently assured for this report	Increase number of assured KPIs to provide meaningful additional disclosure.	●	Increased to 25 assured KPIs from 20 in 2012.	Continue to increase number of assured KPIs to provide meaningful additional disclosure.
BUSINESS ETHICS & INTEGRITY				
Percentage of employees trained on Rogers Business Conduct Guidelines	95%	●	97.86% ♦	95%

♦ Independently assured in 2013.



GOVERNANCE & RISK MANAGEMENT



ALAN D. HORN
CHAIRMAN OF THE BOARD
ROGERS COMMUNICATIONS INC.

“First class corporate governance practices have always been a strong tenet at Rogers, and as an entrepreneur founded and family controlled company, our Board takes pride in what is a proactive and disciplined approach to ensuring that our governance practices continue to justify the confidence of the public capital markets.”



IN DEPTH

- + [Statement of Corporate Governance Practices](#)
- + [2013 Annual Report](#)
- + [2014 Proxy Circular](#)
- + [Risk Management in Rogers 2013 Annual Report](#)

WHY IT'S MATERIAL

- Effective governance is a fundamental part of our proper functioning as a responsible business.
- Managing risk is vital to protecting our business interests and shareholder value.

OUR APPROACH

Our commitment to governing responsibly is reflected in our governance structure, practices and the key roles within our organization accountable for overseeing our businesses and performance.

Our Enterprise Risk Management program seeks to identify, assess, manage, monitor and communicate risk consistently throughout the company and that we manage risk in a way that supports our strategic and business goals.

OUR PERFORMANCE TRENDS

	2013	2012	2011	2010
Number of material KPIs independently assured for this report	25	20	N/A ¹	N/A ¹

¹ External assurance began in 2012.

CORPORATE GOVERNANCE

In 2013, we continued to maintain robust corporate governance structures and practices. Our [Board of Directors](#) is strongly committed to sound corporate governance and regularly reviews its governance practices, benchmarking them against acknowledged leaders and evolving legislation.

CSR OVERSIGHT

Further demonstrating management's commitment to responsible business, we have a [CSR Governance Committee](#) that oversees our CSR approach, performance and progress. Led in 2013 by the then President of Communications, the Committee comprises senior leaders from relevant business units. Supporting the committee are six sub-committees, each led by a Rogers executive, which are focused on addressing our priority CSR areas.

In 2013, our CSR Governance Committee met twice and provided oversight to our sub-committees, which help manage and address our material issues, and reviewed progress that was made during the second year of our three-year plan to enhance our CSR reporting. The Committee also engaged KPMG to provide independent assurance on 25 KPIs, up from 20 in 2012, aligned to our material issues. KPIs help us measure our annual and year-over-year performance, and third party assurance demonstrates our commitment to transparency and data integrity.

ENTERPRISE RISK MANAGEMENT

We carry out an annual strategic risk assessment to identify our principal risks and their potential impact on our ability to achieve our strategic plans. This assessment includes reviewing risk reports, audit reports and industry benchmarks, and interviewing key risk owners. We also conduct a formal survey every two years to get management feedback on the key risks facing the organization and identify emerging risks. The most recent survey was conducted in 2012. Then we prioritize the risks using standard risk assessment criteria. Our Enterprise Risk Management team reports the results of the strategic risk assessment to the Executive Leadership Team and the Audit Committee.



BUSINESS ETHICS & INTEGRITY

WHY IT'S MATERIAL

Responsible behaviour by everyone at Rogers is paramount to earning and maintaining stakeholder trust and meeting appropriate standards of integrity.

OUR APPROACH

We are committed to upholding the highest standards of integrity, ethical behaviour and good corporate citizenship. We have guidelines and policies that govern our employees' actions, promote responsible conduct in everything we do, and ensure compliance with applicable regulatory requirements.

PERCENTAGE OF EMPLOYEES TRAINED ON ROGERS BUSINESS CONDUCT GUIDELINES

TREND LINE



OUR PERFORMANCE TRENDS

	2013	2012	2011	2010
Percentage of employees trained on Rogers Business Conduct Guidelines ¹	97.86%*	96.96%*	96.38%	97.59%

¹ Percentages reflect our internal Business Conduct Guidelines training reporting cycle of September 30.
* Independently assured in 2013. * Independently assured in prior year.

ROGERS BUSINESS CONDUCT GUIDELINES

The [Rogers Business Conduct Guidelines](#) form the foundation that underpins not only our CSR activities, but our day-to-day business activities as well. In 2013, 97.86%* of our workforce and 100% of executives and Finance employees completed annual training on the guidelines. The Guidelines define the high standards of business conduct, integrity and ethical behaviour we expect from all employees and members of the Board of Directors in their dealings with each other and all Rogers stakeholders. The Guidelines provide employees with examples of appropriate and inappropriate behaviour when conducting business on behalf of the company. We also have a separate [Directors Code of Conduct and Ethics](#) for the Board of Directors.

All Rogers employees must review, understand and fully comply with the Business Conduct Guidelines, as well as complete annual online training to refresh their knowledge. We carefully monitor training completion rates, and have an annual target of 95%. In addition to training, we performed audits in 2013 to ensure our employees are compliant with the policy. Departments such as Corporate Investigations, Internal Audit, Fraud Management and Retail Loss Prevention are involved in helping to detect and prevent various types of fraud and misconduct at Rogers.

WHISTLEBLOWER PROGRAM

We have a strong whistleblower program, called the Rogers STAR Hotline, where employees are expected to report any suspected business, ethical or financial misconduct. To ensure complete anonymity, an independent service provider confidentially handles every contact with the hotline. Management carefully investigates all reported incidents, regardless of the employee's status.

OUR VALUES

The Rogers Values – Customer Focus, Innovation, Teamwork, Communication and Accountability – were developed with our employees. To help us hold each other and ourselves accountable, these five core values are embedded into annual performance reviews, employee surveys, management training, and our reward and recognition programs.



NAYSON RABIEE
SALES ASSOCIATE, FIDO
BURNABY

CUSTOMER EXPERIENCE



CUSTOMER EXPERIENCE

Strengthening the customer experience is one of our most important priorities. We are passionate about our customers, and our business sustainability depends on creating experiences that inspire their loyalty.

2013 HIGHLIGHTS



\$2.2 billion*

invested in capital expenditures, a significant portion of which was targeted to reinforcing and expanding our industry-leading wireless and cable networks.



600,000

customers surveyed about their experience with Rogers. We followed up with 5% to collect their in-depth opinions.



700

additional front line agents hired across Canada to ensure customers' calls are answered as soon as possible.

OUR PROGRESS AT A GLANCE

● Achieved ◆ In Progress ○ Not Achieved

	2013			2014
DESCRIPTION	OBJECTIVES	PROGRESS	RESULTS & COMMENTARY	OBJECTIVES
CUSTOMER SERVICE				
Customer retention – wireless monthly churn rate (postpaid and prepaid)	Reduce both postpaid and prepaid churn rates.	●	Reduced postpaid churn rate from 1.29%* in 2012 to 1.24%* in 2013. Reduced prepaid churn rate from 3.98%* in 2012 to 3.85%* in 2013.	Continue to reduce both postpaid and prepaid churn rates.
Percentage of complaints resolved by Rogers Ombudsman resolved within 60 days	100%	○	97%* *	100%
CUSTOMER TRANSPARENCY				
Measure and publicly disclose our broadband performance	Engage an independent third party consultant to test broadband performance and publicly report the results.	●	The most recent report can be found online here .	Continue to engage independent third party consultant to measure broadband performance and disclose the results.
NETWORK COVERAGE & RELIABILITY				
Capital expenditures	Invest in growing network infrastructure.	●	Invested \$2.2 billion* in capital expenditures, of which \$1.2 billion was related to investments in expanding our wireless and cable network infrastructure.	Continue to invest in growing network infrastructure.

◆ Independently assured in 2013. * Independently assured in prior year.

CONTINUED >



OUR PROGRESS AT A GLANCE > CONTINUED

● Achieved ♦ In Progress ○ Not Achieved

DESCRIPTION	2013	PROGRESS	RESULTS & COMMENTARY	2014
	OBJECTIVES			OBJECTIVES
NETWORK COVERAGE & RELIABILITY > CONTINUED LTE network coverage	Increase percentage of the Canadian population covered by our LTE network.	●	Canadian population at December 31, 2013 covered by our LTE network, up from 60% in 2012.	Continue to increase percentage of the Canadian population covered by our LTE network.
RESPONSIBLE PRODUCTS Devices collected and processed for reuse and recycling	Increase the number of devices collected for recycling and reuse.	●	Collected 57,663♦ devices for reuse or recycling.	Increase the number of devices collected for recycling and reuse.
Well-founded privacy complaints with the federal Office of the Privacy Commissioner	No well-founded privacy complaints.	●	Achieved, with no well-founded complaints.	No well-founded privacy complaints.

♦ Independently assured in 2013. * Independently assured in prior year.

CHALLENGES & RESPONSES

CHALLENGE	OUR RESPONSE
On October 9, 2013, an unprecedented service outage affected most of our wireless voice service and some SMS service across the country. The outage began after 6 p.m. EST and was fully restored by around 10:30 p.m.	<p>The outage was caused by a software glitch. As soon as the issue was identified, we worked with our outside suppliers who developed and implemented a software fix to prevent this issue from happening again.</p> <p>This outage was unacceptable, and we apologized to our customers. We proactively credited postpaid wireless customers for one day of service, and ensured our prepaid customers also received compensation.</p>
We saw a significant drop in the number of phones returned to us for reuse or recycling in 2013 compared to 2012.	<p>There was a spike in wireless device take-back in 2012 due to the launch, and subsequent marketing, of the FidoTRADE program. In fact, over half of the total devices returned to us in 2012 were through the new FidoTRADE program.</p> <p>After noticing a drop-off in the number of devices returned in early 2013, we introduced the Rogers Trade-Up program in August 2013. The new program offers customers another option for returning their unwanted wireless devices, and if eligible, they can obtain a credit towards a new device.</p> <p>Through Rogers Trade-Up, an additional 8,900 devices were returned to us during the last five months of the year. While we are pleased we diverted this number from landfills, we are looking forward to collecting more devices in 2014.</p>



CUSTOMER SERVICE

WHY IT'S MATERIAL

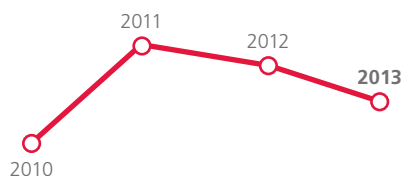
- Customer service is a top issue for our customers and one of the most important aspects of a successful business.
- For a company like ours, robust customer service is absolutely essential: customers use their phones, mobile devices, the Internet and other Rogers products and services daily.

OUR APPROACH

We are focused on raising the bar on service levels, tackling the top 10 customer irritants and improving problem resolution, all to make it easier for our customers to do business with us. As a driver of shareholder value, customer service is woven into our compensation practices.

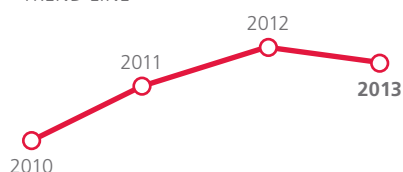
WIRELESS MONTHLY CHURN RATE (POSTPAID)

TREND LINE



WIRELESS MONTHLY CHURN RATE (PREPAID)

TREND LINE



Our Business Care team was recognized with awards for Customer Service Department of the Year and Innovation in Sales.

97%°

of complains resolved by Rogers Ombudsman within 60 days.

OUR PERFORMANCE TRENDS

	2013	2012	2011	2010
Customer retention – wireless monthly churn rate (postpaid)	1.24% [★]	1.29% [*]	1.32%	1.18%
Customer retention – wireless monthly churn rate (prepaid)	3.85% [★]	3.98% [*]	3.64%	3.18%
Complaints reported to Rogers Office of the Ombudsman	3,370 [★]	2,468 [*]	2,762	1,893
Percentage of complains resolved by Rogers Ombudsman within 60 days	97% [★]	99% [*]	N/A ¹	N/A ¹

¹ Indicator introduced in 2012.

[★] Independently assured in 2013. ^{*} Independently assured in prior year.

We know we have work to do to ensure our customers have the best possible experience with Rogers, and get the most from our products and services. In 2013, we invested significant resources into enhancing customer service as part of our focus on building a more customer-centered culture. These efforts resulted in some meaningful progress:

- Overall customer satisfaction scores improved year-over-year. We saw the biggest increase in satisfaction scores since the inception of our Customer Measurement Program, through which we surveyed approximately 600,000 customers last year, asking them about their experience with Rogers.
- Our wireless monthly postpaid churn rates – the measurement we use to describe the disconnect rate of customers to a telecommunications service – decreased. We attribute this to the new simplified plans and roaming plans we introduced.
- Our Business Care team won the 2013 Gold Stevie International Business Award for Customer Service Department of the Year and the Gold Award for Innovation in Sales, selected from over 3,200 nominations and judged by more than 300 executives.

Last year, we asked JD Power, a global services company specializing in performance improvement and customer satisfaction insights, to review our operations, speak with employees and customers, and help us focus and prioritize our customer service efforts. Over 4,000 Rogers employees provided input through surveys and interviews, and JD Power spoke with customers to provide external validation of our performance compared to industry benchmarks. We're using these results to build specific enhancements into our 2014 plan.



ENHANCING SERVICE LEVELS

We made several enhancements in 2013 to build our capacity to help customers more efficiently and effectively:

- We hired an additional 700 front line agents across the country to ensure our customer calls are answered as quickly as possible.
- We launched the first phase of Rogers Telli for our wireless agents. The new tool provides a simplified view of a customer's profile, providing the most important information up front – which means more time to focus on building relationships with our customers and assessing their needs instead of processing transactions.
- We grew our Social Media Response Team. Last year, this team handled between 5,000 and 6,000 unique interactions each month and oversaw our online community forums and other online feedback channels.
- As part of our Customer Measurement Program (CMP), we launched our Callback Initiative, proactively reaching out to approximately 5% of customers who responded to the CMP survey to gain more insight on their Rogers experience and to help shape our processes and policies.
- We conducted 150,000 coaching sessions with Customer Care representatives and rolled out behaviour-based training focused on active listening, acknowledging and ownership – actions that lead to an improved customer experience.

CUSTOMER FEEDBACK AND HOW WE RESPONDED

Information is inconsistent from one Rogers representative to another.

We launched a new knowledge management system, making it easier for front line agents and retail reps to access clear, consistent information about products, services and plans through a platform with Google-like search capabilities.

I want more options and flexibility with my contracts, devices, data plans and roaming plans.

We introduced several new programs, including Canada's first Share Everything plans for individuals, families and small businesses; new two-year contracts; and an updated unlocking policy that allows a customer to unlock their phone 90 days after it is activated on the Rogers network for a \$50 fee. To simplify roaming charges, we launched our "worry free" \$7.99 per day U.S. wireless data roaming plan and a new suite of simplified travel value packs of voice, text and data roaming.

When contacting Customer Care, there is not always a record of my last conversation with Rogers.

We strengthened our policy for documenting account interactions to ensure employees are clearly noting details of each conversation to reduce customers having to repeat their needs.

I want to be recognized for my loyalty.

We unveiled the new Rogers First Rewards program, allowing customers to collect and redeem points for free products and services like on-demand movies, phone upgrades, long distance calls and more. We also received regulatory approval to launch a Rogers credit card, which augments the loyalty program and accelerates the rate at which customers earn points.

I want more opportunities to submit ideas on how Rogers can improve customer service.

We introduced the Rogers Idea Box, an online feedback forum where customers can share ideas on how we can improve service. Customers can also vote on the suggestions posted, to help us prioritize ideas. Since launching in summer 2013, we received over 130 suggestions and have addressed many of them, including making it easier to download bills from rogers.com and adding a feedback tab on every page of our website.



Over 92% of customers were satisfied with the level of customer service they received from the Rogers Ombudsman.



IN DEPTH

+ Rogers Office of the Ombudsman 2013 Annual Report



CUSTOMER SERVICE

> CONTINUED

TACKLING THE TOP 10 CUSTOMER IRRITANTS

Last year we set out to tackle the top customer irritants by creating a rolling “Top 10 Irritants” list to help us identify the issues that mostly impacted our customer experience. We assembled senior leaders to review and approve plans to deal with our priority action items each week. Cross-functional business leads were given the authority and resources to make changes to our operations and remove the barriers to a positive customer experience. We made good progress, crossing a number of key irritants off the list.

IMPROVING PROBLEM RESOLUTION

We’re working hard to resolve our customers’ issues by changing the conversations we have with them to help uncover the source of their concerns. Teams from across the business now collaborate in new ways to bring forth solutions that deliver a more customer-centric experience.

In 2013, we implemented a new process that focuses on matching our customers’ needs to the most appropriate products and services. We shifted our metrics to reflect our new way of working with customers, moving away from measuring “Average Handle Time” for calls to “Average Resolution Time” – making problem resolution a number one priority.

“Retention Hero” was our best-received problem resolution initiative introduced last year. This front line coaching model helps our agents speak to unsatisfied customers who want to cancel their services and have value-based conversations. As part of the program, we doubled our offline coaching time and increased our manager-to-agent ratio. The initiative is proving to be a huge hit with our teams and Rogers customers, and is yielding a very positive increase in our Customer Measurement Program and revenue metrics.

OUR FOUR STEP PROBLEM RESOLUTION PROCESS

We provide customers with a four step escalation process to help resolve their issues.

If a customer’s issue is not resolved after speaking with a front line agent or manager in our Customer Care department, they can contact the Office of the President (OOP), where a specialized team will review their complaint. In 2013, total complaints to the OOP dropped by 26%.

If their issue is still unresolved after discussing with the OOP, customers can escalate their problem to our highest level of support, the Rogers Office of the Ombudsman. In 2013, the Ombudsman received 3,370 customer cases, up 36.5% from 2012. Of these cases, 78% had not been through the first steps in our escalation process – demonstrating there is more work to be done to raise awareness of our escalation process.

The Ombudsman aims to resolve all complaints within 60 days. There were three recurring themes in 2013 for the cases that took more than 60 days to resolve:

1. The issue was technical in nature and required a good deal more time to resolve (e.g. due to involvement with third parties external to Rogers).
2. Unexpected delays in the customer’s engagement (e.g. due to travelling).
3. The complaint was complex and required an extensive review with input from six or more sources.

The majority of customer complaints (61%) were related to wireless services, reflecting the largest segment of our business. Of all cases submitted, 45% were found in favour of the customer, 36% were found in favour of Rogers/Fido and 19% were neutral.

More information can be found in the [Office of the Ombudsman’s 2013 Annual Report](#).

If customers are still unsatisfied after connecting with the Rogers Ombudsman, they can register complaints through external organizations such as the [Commissioner for Complaints for Telecommunications Services \(CCTS\)](#) or the [Canadian Radio-Television Telecommunications Commission \(CRTC\)](#).

SERVING DIVERSE COMMUNITIES

Through the Rogers Media network of television and radio stations and our Rogers TV stations, we produced and broadcasted multicultural programming in 23 different languages (this excludes multicultural channels broadcast in English) last year. In 2013, OMNI Television started airing an additional 35 hours of ethnic-focused programming – including increased content for Asian and South Asian communities – to reflect the changing face of Canada. OMNI Television continues to be the leading multilingual broadcaster in North America with the new OMNI.2 schedule featuring content in many languages, including Mandarin, Cantonese, Punjabi, Tamil, Hindi, Japanese, Korean, Urdu, Vietnamese and Farsi. As Canada’s only multicultural over-the-air television network, more than 60% of each OMNI station’s monthly programming schedule and 50% of the evening schedule is dedicated to ethnic programming.



CUSTOMER TRANSPARENCY

WHY IT'S MATERIAL

- Greater customer transparency builds trust, loyalty and better decision-making and helps drive growth.
- In a recent survey, most Canadians possessed a low understanding of technology basics like roaming, data usage and online security.
- Transparency will help to educate and create better understanding about our products and services.

OUR APPROACH

One of our goals, enshrined in the Rogers Business Conduct Guidelines, is to provide “full, fair, accurate, timely and understandable disclosure,” allowing consumers to make informed decisions in a competitive marketplace. Our customer service employees are trained to provide clear explanations of product features, warranties, prices and any applicable additional charges or fees. Our advertising materials, sales literature and product operating instructions are developed and reviewed in line with standards mandated by the [Consumer Packaging and Labeling Act](#), the [Competition Act](#) and other applicable legislation. As a member of the [Canadian Marketing Association \(CMA\)](#), we follow the [CMA Code of Ethics and Standards of Practice](#).

We offer many resources to help customers understand and get the most out of their Rogers products and services, including comprehensive self-service tools and applications online. We have also created a variety of channels to engage in two-way, responsive dialogue with customers, which helps drive enhanced transparency.

CONSUMER WIRELESS CODE

The CRTC Wireless Code came into effect on December 2, 2013. Applying to individuals and small businesses, the code is a set of mandatory standards across the country that provides equal protection to wireless customers no matter where they live. We believe the Code will help deliver a transparent, clear and predictable customer experience to all Canadians.

Rogers was the leading advocate for this Code. In March 2012, we drafted an initial version for the CRTC's consideration. We are pleased to see that many of the ideas we submitted are now part of the final Wireless Code.

We proactively incorporated many aspects of the Code before it came into effect:

- We first introduced device unlocking in 2012. In March 2013, we revised our policy to allow customers to unlock their devices sooner for a fee.
- We launched new two-year term plans in 2013, allowing our customers to upgrade to a new phone faster.
- We provide all of our customers with a notification text message as soon as they start roaming.

The CRTC has developed online resources to help consumers better understand the new Code's features and benefits.

[Learn more online.](#)

OUR PERFORMANCE TRENDS 2013

	2013	2012	2011	2010
Measure and publicly disclose our broadband performance	We engaged SamKnows to test our broadband performance. SamKnows found that we delivered, on average, 100% or more of our advertised download speeds on our most popular Internet packages – better than most providers they tested in the U.S. and Europe. The most recent report can be found online .	N/A ¹	N/A ¹	N/A ¹

¹ Indicator introduced in 2013.

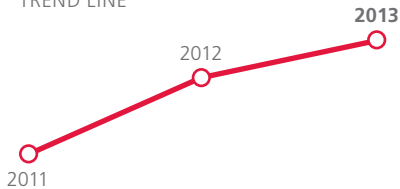
In 2013, we continued to enhance customer transparency, both through helping our customers better understand our products, services and performance; and by ensuring the accuracy of our advertising claims.

- We launched [TechXpert](#), a 24/7 premium technology support service for our customers' computers and other connected devices – including those built and sold by other manufacturers or retailers.
- We believe it is important that our customers are able to see how we perform as an Internet Service Provider. Last year, we commissioned SamKnows to autonomously test our broadband performance across our network on an ongoing basis. The most recent report is posted online every six to nine months.
- We hired independent auditors PricewaterhouseCoopers (PWC) LLP to examine the way in which we measure and bill usage within our IT and engineering systems. In their final report, PWC found that our systems “provide reasonable assurance that the usage calculated was complete, accurate, timely, valid and authorized.”



NETWORK COVERAGE & RELIABILITY

**APPROXIMATE PERCENTAGE OF
CANADIAN POPULATION COVERED
BY THE ROGERS LTE NETWORK**
TREND LINE



**73%* of the Canadian population
covered by Rogers high speed LTE
4G wireless network.**

* approximate



Rogers was named both the fastest wireless network and the fastest internet service provider in Canada by PCMag.com.



IN DEPTH

+ [Featured Story: Extreme Weather Puts Emergency Service Plans to the Test](#)

WHY IT'S MATERIAL

- Consumers and businesses are connected to the digital world like never before and depend on telecommunications networks in their daily activities.
- Increasing demand for mobile devices, digital media and on-demand content across platforms is pushing providers to build networks that can provide more data, faster.

OUR APPROACH

We pride ourselves on our network coverage, reliability, resiliency and speed. Maintaining industry-leading networks and expanding the reach of our services are two of our long-term strategic objectives.

Each year we invest in network upgrades and maintenance to ensure extensive coverage in both urban and rural areas, as well as to better serve our increasing base of smartphone users and the growing use of wireless data.

OUR PERFORMANCE TRENDS

	2013	2012	2011	2010
Capital expenditures (\$ in millions)	\$2,240 ⁺	\$2,142 ⁺	\$2,127	\$1,821
Approximate percentage of Canadian population covered by the Rogers' LTE network	73%	60%	32%	N/A ¹

¹ Our LTE network was launched in 2011.

⁺ Independently assured in 2013. ^{*} Independently assured in prior year.

EXPANDING THE REACH OF OUR SERVICES

We continue to have one of the most extensive and advanced wireless networks in Canada, allowing users to enjoy the same services and features across our coverage area. In 2013, we continued to expand our high-speed wireless Long-Term Evolution (LTE) 4G broadband network to a wider proportion of the Canadian population and increase broadband Internet speeds with the goal of expanding to 95 new markets. We achieved this, with approximately 73% of the Canadian population covered at December 31, 2013.

This past year, we expanded our wireless network by establishing key network sharing agreements to bring LTE to more customers at faster speeds in Manitoba, Quebec and the Ottawa region. Through our relationship with AT&T, we became the first Canadian carrier to offer LTE roaming for customers travelling to the U.S.

NETWORK RELIABILITY & BUSINESS CONTINUITY

To ensure our customers have the fastest and most reliable wireless service, we regularly assess, test and update our networks and back-up systems to improve their reliability and performance. We are dedicated to maintaining service availability during emergencies or unexpected events. Our Business Continuity Disaster Recovery Plans map out a process for communicating with customers and restoring service – or offering additional service support – when major incidents, such as extreme weather, affect the communities where we operate.



RESPONSIBLE PRODUCTS

WHY IT'S MATERIAL

- Customers and communities expect companies to ensure their products and services are high quality, safe, and minimize environmental impacts.

OUR APPROACH

We take stewardship for our products and services across their life cycle – from sourcing and transport to advertising and disclosure to product take-back. Our efforts go beyond legal compliance as we work hard to meet customer and community expectations for product quality and safety. We consider environmental outcomes and look for opportunities to avoid or minimize any negative impacts of our products and services.

OUR PERFORMANCE TRENDS	2013	2012	2011	2010
Devices collected and processed for reuse and recycling	57,663 ⁺	154,054 ⁺	75,806	101,686
Well-founded privacy complaints with the federal Office of the Privacy Commissioner	None	None	None	None

⁺ Independently assured in 2013. ⁺ Independently assured in prior year.

RESPONSIBLE PRODUCTS & SERVICES

In 2013, we launched a number of environmentally-friendly products and services, including the Rogers Trade-Up program, which is described more below, and Next Issue Canada, which we further describe in our [Environmental Responsibility](#) section.

PRODUCT RECYCLING & REUSE

In 2013, we collected and processed 57,663⁺ devices for recycling or refurbishing – a significant drop from our 2012 numbers. We responded by increasing the incentives available to our customers to return their unwanted phones, including the development of the new Rogers Trade-Up program. By mid-2013, the following take-back programs were available to our customers:

- Phones for Food, which allows customers to drop off their wireless devices and accessories at Rogers and Fido store locations or by mail directly to our recycler at no cost to the customer. The program diverts waste from landfills and helps alleviate hunger by raising funds for local food banks.
- [FidoTRADE](#), which enables a customer to bring in their unwanted device and receive an in-store credit equivalent to the device's value, if applicable. A tree is planted on our customer's behalf for devices that have depreciated over time and have no trade-in value.
- [Rogers Trade-Up](#), a new program that allows customers to trade in their used devices for credit against new phone lines or upgrades. Devices that have no resale value are taken to a certified recycling facility to be disposed. The rest are sold to external, international markets.

CUSTOMER PROTECTION & PRIVACY

We uphold strong privacy practices to protect our customers' personal information. Our Chief Privacy Officer is charged with overseeing full compliance with all applicable laws and the Rogers Privacy Policy. In 2013, we continued to have no well-founded privacy complaints with the federal Office of the Privacy Commissioner.

In addition to our [existing privacy policies and programs](#), we worked together with the Canadian Wireless Telecommunications Association (CWTA) last year to combat the theft of wireless devices with a new online tool. All major wireless carriers launched a stolen handset database and device verification process at www.protectyourdata.ca, which will deny service to any mobile device on the blacklist. The website also hosts a device look-up tool, which allows Canadians purchasing a pre-owned device to check if it is on the blacklist, helping to eliminate the sale of stolen handsets. [More online.](#)



ACCESSIBILITY

In 2013, we introduced a bilingual Accessibility Services team – a small, specialized team of Customer Care representatives who are knowledgeable about the accessibility-specific products and services we offer. All accessibility-related calls to Customer Care can be transferred to the Accessibility Services team. We can also add a unique identifier to accounts of customers who call with accessibility-specific enquires to ensure our system automatically routes future calls to the Accessibility Services team. [More online.](#)

CELL TOWER SITING & PUBLIC CONSULTATION

We make every effort to locate our cell towers in areas that minimize the impact on surrounding neighbourhoods, while providing reliable wireless service to customers. We always explore co-locating our antennas on existing towers and mounting our equipment on existing structures or rooftops before proposing to erect a stand-alone structure.

In addition to the [federal tower siting guidelines](#) we follow, we also take into consideration the siting preferences of local municipalities. These are typically defined in each municipality's tower siting protocols, which include the type of public consultation required, where towers can be located, and recommended steps to make them blend into the surrounding environment.

On February 28, 2013, the CWTA and the Federation of Canadian Municipalities (FCM) introduced their [joint tower siting policy of best practices](#) that establishes a more encompassing municipal and public consultation process. This protocol template was designed to address many of the contentious issues and concerns raised by municipalities, residents and politicians regarding the tower siting practices of wireless carriers. The CWTA/FCM protocol template calls for a more proactive, cooperative and collaborative approach between carriers and municipalities, allowing all parties to deal with potentially contentious issues before they become unwieldy. [More online.](#)



IN DEPTH

+ [Customer Safety](#)

+ [Mobile Communications & Health](#)



JAY JOHNSTON
SENIOR INSTALLATION TECHNICIAN
YORK MILLS

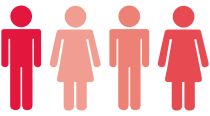
EMPLOYEE EXPERIENCE



EMPLOYEE EXPERIENCE

We're focused on making Rogers a place where our employees can grow, succeed and excel. That means offering career opportunities as varied as our brands; rewarding, challenging work; and the opportunity to work with the best and brightest in the industry on innovations that make a difference in the lives of our customers.

2013 HIGHLIGHTS

61% 
of the 5,392 new employees hired were from the four designated employment equity groups.

Top 50
Received the LearningElite award by *Chief Learning Officer* magazine, and placed in the top 50 best companies in North America for workforce development.

10% 
reduction in voluntary turnover.

55%
participation in Rogers Share Accumulation Plan.

OUR PROGRESS AT A GLANCE

● Achieved ◆ In Progress ○ Not Achieved

	2013			2014
DESCRIPTION	OBJECTIVES	PROGRESS	RESULTS & COMMENTARY	OBJECTIVES
EMPLOYEE ENGAGEMENT				
Employee engagement score	76%	○	Achieved engagement scores of 74%❖ and 73%❖ in our spring and fall surveys, respectively – above the North American average of 59%.	Maintain our engagement above the North American average and keep or improve the gap to 2013 best-in-class (77%).
Employee participation rate in the bi-annual R10 employee survey	Above 75%	●	Achieved participation rate of 78%❖ for both our spring and fall surveys.	Above 75%
TALENT MANAGEMENT				
Voluntary turnover rate	Reduce voluntary turnover.	●	Reduced voluntary turnover to 13.7%❖ from 15.1%* in 2012.	Reduce by 10% to a 12.3% voluntary turnover rate.
Investment in training	N/A ¹	N/A ¹	\$37.4 million	\$41.8 million
Investment in training per employee	N/A ¹	N/A ¹	\$1,229	\$1,400
DIVERSITY & INCLUSION				
Percentage of employees who are women ²	Close the gap to labour market availability (LMA).	○	40.1% of our employees are women, slightly less than in 2012 and below the LMA of 48.8%.	Close the gap to LMA by 1%.
Percentage of employees who are members of visible minorities ²	Meet or exceed LMA.	●	31.7% of our employees are members of visible minorities, above the LMA of 23%.	Meet or exceed LMA.

¹ Information not available as KPI disclosed for first time in 2013.

² Data is based on the voluntary completion of a survey and may not be representative of the actual percentage of our workforce.

◆ Independently assured in 2013. * Independently assured in prior year.

CONTINUED >

OUR PROGRESS AT A GLANCE > CONTINUED

● Achieved ◆ In Progress ○ Not Achieved

DESCRIPTION	2013			2014
	OBJECTIVES	PROGRESS	RESULTS & COMMENTARY	OBJECTIVES
DIVERSITY & INCLUSION > CONTINUED				
Percentage of employees who are Aboriginal Peoples ²	Close the gap to LMA.	○	We maintained the percentage of employees who are Aboriginal Peoples at 0.9%, below the LMA of 1.4%.	Close the gap to LMA by 0.1%.
Percentage of employees who are persons with disabilities ²	Close the gap to LMA.	●	We increased the percentage of our employees who have disabilities by 0.1% to 1.2%, below the LMA of 4.5%.	Close the gap to LMA by 0.1%.
HEALTH, SAFETY & WELLNESS				
Number of Workplace Health & Safety Committees	N/A ¹	N/A ¹	66 Workplace Health & Safety Committees across Canada	Monitor the changing business to ensure all locations with 20 or more employees have committees.
Number of bWell Ambassadors across Canada	N/A ¹	N/A ¹	62✚ active bWell Ambassadors	Maintain the number of bWell Ambassadors at our locations across Canada and increase the number of local initiatives held.

¹ Information not available as KPI disclosed for first time in 2013.

² Data is based on the voluntary completion of a survey and may not be representative of the actual percentage of our workforce.

✚ Independently assured in 2013. * Independently assured in prior year.

CHALLENGES & RESPONSES

CHALLENGE	OUR RESPONSE
<p>Feedback from employees indicated they are looking for more robust career opportunities across the broad Rogers group of companies.</p> <p>Employees have also told us they are looking for more training and professional development opportunities.</p>	<p>We created an Internal Talent Mobility Program to increase internal career opportunities and to better retain employees. We also launched a new online Career Zone to make it easier for employees to search and apply for different jobs within the organization.</p> <p>In 2014, we will be increasing our investment in employee training and education.</p>
<p>Our internal population was not as diverse as our customer base.</p> <p>We specifically noted a gap with respect to the number of our employees who are Aboriginal Peoples and employees who have disabilities, and their respective labour market availability.</p>	<p>We developed a Diversity Council co-chaired by our Chief Information Officer, a female executive; and our Chief Human Resources (HR) Officer. We built a Talent Management and Diversity Team under the leadership of the Chief HR Officer that works to implement diversity activities across the company.</p> <p>We have also engaged with stakeholders that represent the designated employment equity groups to develop strategies on attracting talent from the respective groups.</p>



EMPLOYEE ENGAGEMENT

Achievers



Recognized as one of Canada's 50 Most Engaged Workplaces.

EMPLOYEE ENGAGEMENT SCORE TREND LINE



EMPLOYEE PARTICIPATION RATE IN THE R10 SURVEY TREND LINE



WHY IT'S MATERIAL

- Employees have told us that being part of an engaged culture is important to them.
- Research shows a strong link between levels of employee engagement, leadership effectiveness and organizational success.

OUR APPROACH

We're focused on creating an environment where our people feel engaged and inspired, and where they can perform to the best of their abilities. We want our employees to feel proud of what they can accomplish at Rogers, and we want to enable them to succeed. That means building high-performing teams that deliver results and are driven to deliver what's next to our customers.

We encourage people managers at Rogers to engage their teams. A bi-annual engagement survey gives them constructive input to improve and gives the organization feedback on what we're doing well and where we can do better. In addition, we provide online management tools focused on developing and motivating employees. Our leadership development programs help managers build high-performing and engaged teams. Through a variety of channels, we encourage two-way communication and idea sharing between employees and management at all levels in the company (refer to [Stakeholder Engagement](#) section for more information).

OUR PERFORMANCE TRENDS

	FALL 2013	SPRING 2013	FALL 2012	SPRING 2012	FALL 2011	SPRING 2011
Employee engagement score	73%*	74%*	73%*	77%*	76%	74%
Employee participation rate in the bi-annual R10 employee survey	78%*	78%*	83%*	80%*	71%	67%

* Independently assured in 2013. * Independently assured in prior year.

We measure employee engagement twice yearly through our R10 company-wide survey, which comprises 16 survey questions on aspects of the employee experience. The results serve as a management tool to build workforce engagement and hold leaders accountable. We improved our R10 survey last year to help us dig deeper into how engaged our employees and teams are and how well we're doing at creating an environment where employees can grow and excel. [More online.](#)

Despite ongoing market pressures and internal organizational change, our engagement scores have remained consistently strong, demonstrating the commitment of our employees. In 2013, our employee engagement scores were 74%* and 73%* in our spring and fall surveys, respectively. These results are consistent with our 2012 scores and are above the North American average of 59%. The scores are slightly below our 2013 target of 76%, which is the best-in-class external benchmark defined by Kenexa, a leading designer and administrator of employee engagement surveys.

We're particularly successful in the area of leadership accountability – with scores of 81% and 80% in the 2013 spring and fall surveys respectively (best-in-class leadership accountability scores are 77%). Employees told us we can do a better job to support their training and development, and in using customer feedback to enhance our performance. These areas are priorities for the executive team in 2014.



IN DEPTH

+ [Creating an Engaging Culture](#)



TALENT MANAGEMENT



Recognized as one of Canada's Best Employers for Young People for the fourth consecutive year.



Recognized as one of Greater Toronto's Top Employers for the fourth consecutive year.

WHY IT'S MATERIAL

- Our business performance and long-term sustainability depend on our ability to effectively source, develop and retain the most talented people.
- Increasing global competition for top talent has made people management more important than ever.
- Internal surveys tell us that employees value opportunities for learning and development.

OUR APPROACH

Talent management at Rogers is an important business strategy and part of our competitive advantage. We aim to attract and retain top talent and minimize voluntary turnover where possible by offering effective training and development, career opportunities and management resources, and a strong Total Rewards program.

Our Total Rewards program is meant to reward and motivate performance and includes comprehensive health benefits, generous employee discounts, and a market-leading wealth accumulation program that consists of a defined benefit pension plan, share accumulation plan, tax free savings account and group RRSP.

Our performance management system SuccessFactors helps us align individual performance goals with the strategic direction of the organization.

OUR PERFORMANCE TRENDS	2013	2012	2011	2010
Employee salaries and benefits (\$ in millions)	\$1,940 ⁺	\$1,813 ⁺	\$1,753	\$1,666
Voluntary turnover rate	13.7% ⁺	15.1% ⁺	17.0%	17.0%
Investment in training (\$ in millions)	\$37.4	\$41.3	\$49.3	\$42.7
Investment in training per employee (\$)	\$1,229	\$1,186	\$1,365	\$1,241
Percentage of eligible employees who participate in Rogers defined benefit pension plan ¹	37%	35%	33%	33%
Percentage of eligible employees who participate in Rogers share accumulation plan ¹	55%	51%	46%	42%
Percentage of eligible employees who participate in the group RRSP plan ¹	23%	23%	22%	21%
Total employees	28,026	26,801 ²	28,745 ²	27,971 ²

¹ Eligible employees include all full-time and part-time employees with at least three months of service.

² Number has been restated to conform to current methodology.

⁺ Independently assured in 2013. ⁺ Independently assured in prior year.

EMPLOYEE TURNOVER

In 2013, our efforts to enhance talent management led to a 10% improvement in employee voluntary turnover, from 15.1% ⁺ the previous year to 13.7% ⁺. Turnover remains considerable among employees aged 25 and under, which is consistent with other workplaces. Based on employee feedback, we created an Internal Talent Mobility Program to increase internal career opportunities and enhance retention levels.

LEARNING & DEVELOPMENT

Our investment in training in 2013 stayed relatively flat at \$1,229 per employee. The total training spend was lower, which is a result of a greater use of e-learning. This online medium enabled us to reach more employees, who were able to log on and learn at their own pace. People managers also worked with each of their employees to complete an annual performance and development plan review.

Among other activities in 2013, we held our first Learn @ Work week with information booths at Rogers sites across Canada, allowing employees to meet one-on-one with experts to discuss individual development goals and receive helpful resources. A new online Career Zone launched, making it easier for employees to explore and build careers at Rogers. To celebrate the 10th anniversary of our Walk a Mile program, which allows employees to job shadow different roles across Rogers, we expanded the number of positions available from 60 to more than 100. The number of employees who participated in the Rogers Walk a Mile program also increased, from 724 sessions in 2012 to 1,060 in 2013.



IN DEPTH

- + [Learning & Development](#)
- + [Compensation & Benefits](#)



DIVERSITY & INCLUSION



2013 Canada's Best Diversity Employers

PRESENTED BY **BMO Financial Group**

Recognized as one of Canada's Best Diversity Employers for the second consecutive year.

WHY IT'S MATERIAL

- Fostering a workplace culture of inclusiveness helps us build better teams, attract the best talent, reflect the communities we serve and make our employees feel engaged.
- Research shows that diversity is a competitive business asset in today's global economy.

OUR APPROACH

We believe diversity is about creating a great environment where all of our employees – regardless of gender, age, sexual orientation, racial, religious or cultural background – feel accepted and supported. We believe it is about creating a workplace where all employees can grow and succeed. We know diversity is critical to building a high-performance culture that supports our business priorities.

We have a multi-year diversity plan that is developed and championed by the company's most senior leaders and employees. Our long-standing commitment to diversity and inclusion is embedded in our Business Conduct Guidelines, Diversity Management Policy, Workplace Harassment and Violence Prevention Policy, management systems, recruitment and training programs, employee resource groups, and in various company practices.

OUR PERFORMANCE TRENDS		LABOUR MARKET AVAILABILITY (LMA) ¹	REPRESENTATION AT ROGERS ²				
GROUP	POSITION		2013	2012	2011	2010	2009
Women	Senior Managers	24.2%	27.2% ⁺	28.1% ⁺	28.0%	21.7%	23.1%
	Overall	48.8%	40.1% ⁺	40.6% ⁺	41.3%	42.1%	42.9%
Visible Minorities	Senior Managers	8.7%	7.8% ⁺	8.1% ⁺	8.1%	6.8%	9.4%
	Overall	23.0%	31.7% ⁺	31.8% ⁺	31.6%	31.8%	31.6%
Aboriginal Peoples	Senior Managers	2.4%	0.0% ⁺	0.0% ⁺	0.0%	0.0%	0.6%
	Overall	1.4%	0.9% ⁺	0.9% ⁺	0.9%	1.0%	1.3%
Persons with Disabilities	Senior Managers	3.2%	0.8% ⁺	0.5% ⁺	0.5%	0.5%	0.0%
	Overall	4.5%	1.2% ⁺	1.1% ⁺	1.2%	1.3%	0.9%

¹ Labour market availability based on 2006 census data.

² Data is based on the voluntary completion of a survey and may not be representative of the actual percentage of our workforce.

⁺ Independently assured in 2013. ⁺ Independently assured in prior year.

In 2013, we continued to promote and support a diverse and inclusive environment at Rogers to ensure all employees feel welcome, valued and able to reach their full potential.

As a result of our efforts, we were chosen as one of Canada's Best Diversity Employers for having "exceptional workplace diversity and inclusiveness programs." Our Vice President of Regulatory for Cable and a founding member of the Rogers Women's Network, was the recipient of a national Women in Communications and Technology Leadership Excellence Award for championing women across all industries.

Our representation of the four employment equity groups – women, visible minorities, Aboriginal Peoples, and persons with disabilities – remained consistent with the previous year. We continue to be a leading employer of visible minorities, who comprised 31.7%⁺ of our employee population in 2013, exceeding the LMA of 23%. While we are proud that our female Senior Manager and above population exceeds the LMA, we continue to develop programs and practices to help us close the gap in our overall population. We face ongoing challenges attracting Aboriginal Peoples and persons with disabilities, resulting in gaps between our representation and the LMA for these groups. To close the gap, we are engaging with stakeholders from these groups to develop talent recruitment strategies.



EMPLOYEE EXPERIENCE

DIVERSITY & INCLUSION

> CONTINUED

DIVERSITY MANAGEMENT

In 2013, we created a new Talent Management and Diversity Team, under the leadership of the Chief HR Officer, to align diversity with the company's core HR functions. The team is developing an integrated approach to talent and diversity, and is building our first-ever Diversity Index for our R10 survey to measure employees' perceptions of our diversity efforts.

Last year, we also launched a Diversity Leadership Council (DLC) as a successor to the Employment Equity Steering Committee. Comprising 20 senior executives and co-chaired by our female Chief Information Officer and the Chief HR Officer, the DLC oversees the development of our diversity strategy and leads the direction of our efforts to foster an inclusive culture that rewards and engages employees from all backgrounds.



Members of Rogers Women's Network participated in the Canadian Women's Foundation's Move for Hope event, which raised money to end violence against women.

ROGERS WOMEN'S NETWORK

The Rogers Women's Network (RWN) is an employee resource group that supports female employees, helping them build the skills and networks they need to transition to the next level in their careers. In 2013, the scope of RWN was expanded to include all manager-level and above female employees, and hundreds of women participated in workshops, networking events and a speaker series. [More online.](#)

DIVERSE RECRUITMENT

In 2013, we continued to partner with Career Edge, a not-for-profit service provider that connects employers with diverse, quality talent through their programs: Ability Edge for graduates with disabilities and Career Bridge for internationally-qualified talent. Through Career Edge, we hired three individuals last year. [More online.](#)

ACCOMMODATION

In 2013, we provided a variety of accommodations to help employees to reach their full potential. For example:

- More than 120 employees were provided with ergonomic evaluations and modifications to their workstations.
- Return-to-work programs facilitated the return of 800 employees who were off due to injury or illness.
- Modified schedules, ergonomic chairs and other accommodations were provided to 40 pregnant women.



IN DEPTH

+ [Human Rights](#)



HEALTH, SAFETY & WELLNESS

WHY IT'S MATERIAL

- Our employees are vital to our operational success and we must ensure their health, safety and general wellness, including mental health.
- According to the Mental Health Commission of Canada, mental health issues in the workplace account for approximately 30% of disability claims and more than \$6 billion in lost productivity costs.

OUR APPROACH

As a responsible employer, we have robust programs and practices in place to identify and minimize potential hazards, and continually monitor those practices, our sites, and our work to ensure employees remain safe. Our employees, from the front lines through to management, are committed to continuously improving these processes, and our practice of safety, toward our vision of zero injuries.

Part of creating a great workplace is caring about the overall wellness of our employees. Well-being means more than just medical benefits, so we are working hard to help our people lead healthy lifestyles at work, at home and in the community.

OUR PERFORMANCE TRENDS	2013	2012	2011	2010
Number of Workplace Health & Safety Committees across Canada	66	N/A ¹	N/A ¹	N/A ¹
Number of bWell ambassadors across Canada	62	N/A ¹	N/A ¹	N/A ¹

¹ KPI first disclosed in 2013.

Independently assured.

WORKPLACE HEALTH & SAFETY

We are saddened to report that a rigging contractor lost his life while working at a Rogers site in May 2013. While we have had contractor safety requirements in place for several years, we are taking significant steps to transform our policies and practices from average to industry-leading.

In 2013, Rogers continued to work in partnership with our contractors to keep our workplaces safe. We are improving the way we pre-qualify our contractors based on health and safety requirements, and starting in 2014, we will begin to verify our contractors' safety practices on-site. Our Health & Safety team grew by nine members in 2013, with four of those team members responsible for monitoring our contractors' compliance with our health and safety requirements.

This past year, our four Executive Governance Councils met quarterly to discuss enterprise health and safety performance, strategy and issues within their respective lines of business. A cross-business Governance Council was formed in 2013, comprising some of our most senior executives, and will launch in 2014.

A National Health and Safety Policy Committee, 66 joint management-worker Workplace Health and Safety Committees representing our larger sites, and dozens of Health and Safety Representatives at our smaller sites, represent 100% of our workforce and help monitor and advise on our programs and their execution in the workplace. Every month the workplace committees complete regular inspections of all sites. Employees participate in this process by undertaking daily inspections of their personal protective equipment and company vehicles.

New health and safety initiatives in 2013 included:

- A Rogers-customized training program for our Workplace Health and Safety Committee Co-Chairs to further empower our committees and enhance their effectiveness.
- Initiation of a large-scale review and improvement of safety programs related to our most important risks.
- The launch of a more effective and efficient tool for managing safety and pre-qualification of our service contractors, which will be fully implemented in 2014.
- Participation in the 2013 North American Occupational Safety and Health Week, held in May, which included organized activities at Rogers sites to underscore the importance of preventing injury and illness in the workplace and at home.

EMPLOYEE
EXPERIENCE**bWell, OUR EMPLOYEE WELLNESS PROGRAM**

Thousands of employees participated in various wellness initiatives offered through bWell in 2013, including fitness challenges, health risk assessments and pop-up health clinics that offered free onsite flu shots and cardiovascular screenings. Along with an external partner, we organized Wellness Days at our call centre locations in Burnaby BC, Moncton NB, Brampton ON and Pickering ON. The events gave employees the chance to learn about their cardiovascular health and diabetes risk with pharmacists. Wellness Day offerings included blood pressure checks, "real heart age" assessments, blood glucose tests for those with diabetes, and CANRISK questionnaires to assess diabetes risk.

To further expand the reach and impact of the bWell program, we are working to create a strong network of bWell Ambassadors at our locations across Canada. bWell Ambassadors are employee volunteers dedicated to promoting wellness at Rogers through the promotion of the bWell program and the implementation of local events to encourage participation and learning. In 2013, we completed a survey of bWell Ambassadors to determine their engagement level and to strategize how to strengthen and grow the network. We determined we have 62+ active Ambassadors at our locations across Canada and will work with them in 2014 to strengthen the network and grow the presence of bWell.

This past year, we began preliminary work on a comprehensive mental health strategy at Rogers. The strategy is based on the Psychological Health and Safety in the Workplace Standard by the [Mental Health Commission of Canada](#). We have also taken steps towards achieving Level 2 certification in [Excellence Canada's Healthy Workplace](#) program, with the goal of certification in 2014. [More online.](#)

**IN DEPTH**+ [bWell Wellness Website](#)**860**employees participated in
our online fitness challenge.**623,653**minutes of physical activity
logged by online fitness
challenge participants.**470**employees benefited
from a cardiovascular
screening.**1,459**employees received
flu vaccinations.**12,756**visitors to the bWell
website in 2013.**525**employees participated
in our voluntary Health
Risk Assessment
campaign.



FANNY RYNER
BRAND MANAGER,
CHÂTELAINE & L'ACTUALITÉ
MONTREAL

ENVIRONMENTAL RESPONSIBILITY



ENVIRONMENTAL RESPONSIBILITY

Strong environmental stewardship is an important part of our drive to be a sustainable business. We make every effort to reduce our operational footprint, with a focus on minimizing our three largest environmental impacts: energy, paper and waste.

2013 HIGHLIGHTS



Recognized as one of Canada's Greenest Employers.



of waste diverted from landfill.



Rogers energy initiatives won CivicAction's 2013 Greatest Energy Reduction & Team Excellence awards.



reduction in total paper use.

OUR PROGRESS AT A GLANCE

● Achieved ◆ In Progress ○ Not Achieved

DESCRIPTION	2013			2014
	OBJECTIVES	PROGRESS	RESULTS & COMMENTARY	OBJECTIVES
ENERGY USE & CLIMATE CHANGE MITIGATION				
Energy use	Reduce energy use (specific to Scope 1 and 2) 10% below 2011 levels by the year 2025.	◆	In progress towards 2025 goal.	Make incremental improvements towards our 2025 targets; increase cross-functional analytics; develop internal, business-specific targets.
GHG emissions	Reduce GHG emissions (specific to Scope 1 and 2) 25% below 2011 levels by the year 2025.	◆	In progress towards 2025 goal.	
PAPER REDUCTION				
Customers who received electronic bills	Continue to promote the option of online billing to our customers.	●	In 2013, 55% ⁺ of our customers were sent electronic bills, up from 42.6% in 2012.	Increase to 61%.
RECYCLING & WASTE MANAGEMENT				
Total waste recycled	Increase volume of materials for recycling through promoting best practices to our employees.	●	4,739 tonnes recycled, up 15% from 2012.	Continue to focus on employee engagement and awareness on recycling best practices.
Total waste diverted from landfill	Increase percentage of total waste diverted.	●	Diverted 63% of our waste, up from 53% in 2012.	Continue to increase percentage of total waste diverted.

⁺ Independently assured in 2013.



CHALLENGES & RESPONSES

CHALLENGE	OUR RESPONSE
In order to deliver on the commitments of our newly set targets, we must carefully manage the execution of our energy reduction strategy to ensure coordination and realistic goal setting. This is a challenge due to the sheer size of Rogers and our many lines of business.	<p>The Rogers Environmental Steering Committee will continue to engage and work collaboratively with both internal business groups and our employees to promote and build awareness about improving energy efficiency across our organization.</p> <p>We will also develop internal targets to help build accountability to reach our goals.</p>
Our employees are passionate about helping reduce our environmental impact, and, through employee communications channels, appealed for additional tools and resources to help enable coordinated and concrete action.	<p>To provide guidance on sorting materials to increase waste diversion rates, we piloted our Get Up & Get Green program in a number of buildings to better communicate recycling options to our employees. One of the larger elements of the program was to provide sorting stations with clear images to guide separation of materials. Our aim for 2014 is to expand the program to other Rogers buildings across Canada.</p> <p>We also enhanced our employee engagement efforts to increase environmental awareness. We will be rolling out a strategy in 2014 with the goal of increasing the number of Green Teams at our locations.</p>
Reducing our energy use and associated carbon emissions continues to prove challenging due to the growth of several of our consumer business segments. In particular, the increased demand for wireless and cable services, with the former driving the need for more energy intensive equipment.	<p>We continue to find ways to streamline existing processes and invest in capital projects, such as lighting retrofits, to contain the increased demand.</p>



IN DEPTH

- + [Environmental Strategy](#)
- + [Environmental Management System](#)
- + [Environmental Values:
Embedded in Our Culture](#)
- + [Environmental Governance](#)



ENVIRONMENTAL
RESPONSIBILITY



ENERGY USE & CLIMATE CHANGE MITIGATION

WHY IT'S MATERIAL

We face significant risks from climate change, including increased energy costs resulting from any new climate change regulations; and physical, operational and financial risks to our telecommunications infrastructure resulting from extreme weather events associated with climate change.

OUR APPROACH

Climate change continues to be of growing importance to both Rogers and our stakeholders. We are committed to improving our energy efficiency across our operations. Our efforts include:

- Assessing both climate change risks and opportunities at multiple levels across Rogers, including by our [CSR Governance Committee](#), [Environmental Steering Committee](#) and the Rogers Environment team through our annual carbon footprint assessment.
- Participating in the [Carbon Disclosure Project](#) (CDP), whereby we disclose our climate change impacts and how we are tackling them.
- Having comprehensive contingency and emergency response plans in place for dealing with extreme weather events.
- Implementing climate change solutions within our Environmental Management System.

To reduce our energy consumption, we continue to implement company-wide energy efficiency initiatives, while also working with external groups to identify and share best practices for conserving energy.

OUR NEW CORPORATE TARGETS

Following several months of analysis, benchmarking and collaboration with our key stakeholders, in 2013 we achieved a significant milestone by establishing corporate environmental targets:

BY THE YEAR 2025:

**REDUCE GREENHOUSE GAS
(GHG) EMISSIONS***
25% BELOW 2011 LEVELS

REDUCE ENERGY USE*
10% BELOW 2011 LEVELS

* Specific to Scope 1 and 2. (For more on the breakdown of our emissions by scope, click [here](#)).

We believe these targets set the foundation for our collective efforts towards transforming to a low-carbon society. We have selectively chosen our targets to be long-term, as we believe these changes will not happen overnight, particularly in light of our business growth. Our aim is to continually make incremental advances towards energy efficiency. We have also selectively chosen 2011 as the base year for our targets, as this was the first year in which we deployed more stringent data collection processes with the assistance of our service providers.

In 2013, we reviewed our approach to measuring and reporting energy and GHG emissions and found that reporting our absolute figures alone does not accurately depict the degree of our environmental efficiencies relative to our business growth. Accordingly, we will also present our energy and GHG emission performance data per dollar of our revenue. Unlike reporting against our energy performance per occupancy size or by number of employees, revenue was selected as the most appropriate indicator for our diversified business.



ENERGY USE & CLIMATE CHANGE MITIGATION

> CONTINUED

OUR ENERGY USE

OUR PERFORMANCE TRENDS <i>In GJ except for "Total energy use per revenue"</i>	2013	2012 ¹	2011 ¹
Direct energy use	635,008	586,954	654,504
Indirect energy use	3,412,252	3,203,957	3,106,891
Total energy use	4,047,260	3,790,911	3,761,395
Total energy use per revenue (GJ/\$ in millions)	297	282	283

¹ Data from previous years has been restated due to: classification of certain network properties, and the inclusion of data from a recent acquisition and emissions from our fleet operations.

Independently assured in 2013.

OUR PERFORMANCE & COMMENTARY

In 2013, our total energy use increased by 6.8% over the previous year, and by 7.6% from our target base year of 2011.

Use of natural gas grew the most last year (12.7% higher than 2012) and can be attributed to the much colder than normal winter we experienced. Electricity purchases (which accounts for over 90.5% of our company-wide energy use) increased by 6.5% compared to 2012.

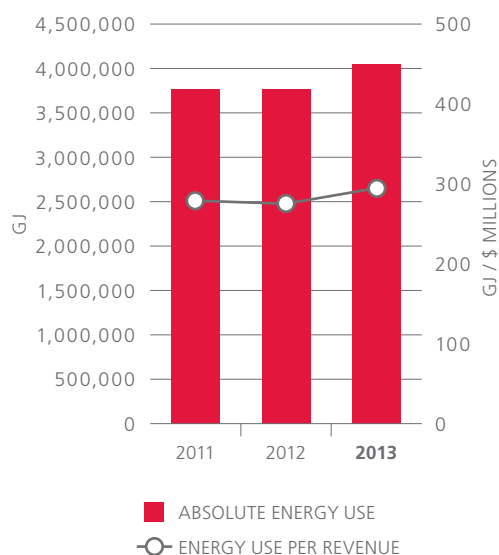
We acknowledge the growth in our energy use as our business continues to grow. In recent years, this can be attributed to the following key factors:

- **Upsurge in media production:** Many of our buildings contain energy-intensive broadcasting and television/radio network operations, which are experiencing growth.
- **Increased business activities:** There have been increases in equipment usage and operating hours of our businesses. We also recognize that the increased number of cell sites and expansions to our cable head-ends have increased our production load.
- **Customer demand:** The exploding use of smartphones and tablets, combined with implementing Canada's first LTE network, has resulted in growing network traffic and data volume demands.

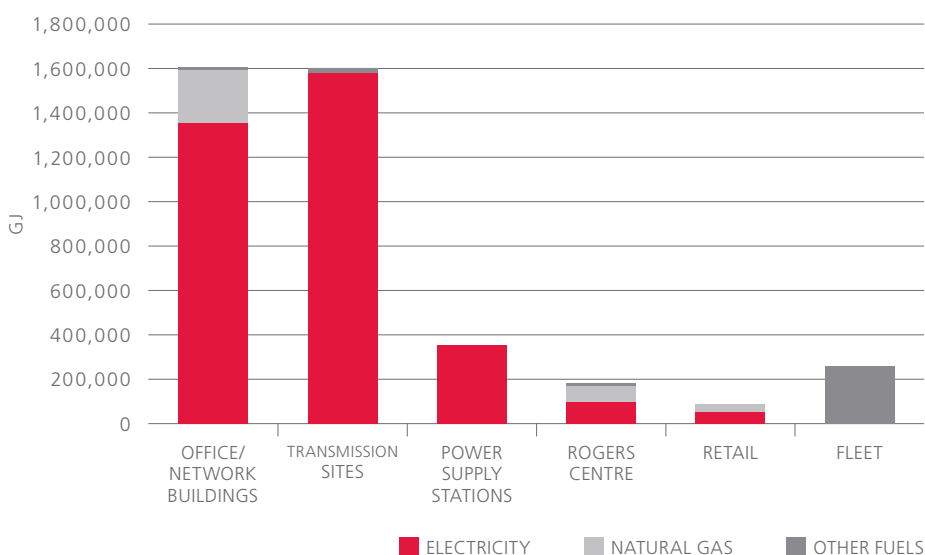
We have restated our energy numbers from 2011 and 2012 to reflect improved data collection processes and increased disclosure. Adjustments include the improved manner in which we classify certain network properties, and the inclusion of data from a recent acquisition and emissions from our fleet operations.

Factoring in our business growth, our 2013 total energy use per revenue (GJ/\$ in millions) increased by 5.4% over 2012, and 5.0% compared to 2011.

ENERGY USE



ENERGY PROFILE





ENVIRONMENTAL RESPONSIBILITY

ENERGY USE & CLIMATE CHANGE MITIGATION

> CONTINUED

ENERGY REDUCTION INITIATIVES

We continue to invest wisely in various activities to increase our company-wide energy efficiency. In addition to several low cost measures, such as timers and thermostat upgrades, we completed a number of large scale initiatives across many of our buildings in 2013.



Karim Asani (left) and Tony Basson (right) from the Rogers Environment team accept two Race to Reduce awards on behalf of Rogers.

ENERGY EFFICIENCY PROJECTS IN 2013

LIGHTING RETROFITS & CONTROLS

We retrofitted 14 buildings, including our headquarters in Toronto, with more energy efficient lighting systems. We estimate the energy savings at 2.1 million kWh, enough electricity to power 68 Canadian homes for a year. We also installed state-of-the-art lighting control systems at two of our buildings (including the Rogers Centre), to provide additional energy savings based on occupancy.

BUILDING AUTOMATION SYSTEMS (BAS) AND HVAC CONTROLS

We modernized our BAS at several of our facilities, including the Rogers Centre, by upgrading the HVAC control strategies to include programmatic changes and upgraded field devices, such as occupancy/temperature sensors and control valves.

RETRO- COMMISSIONING

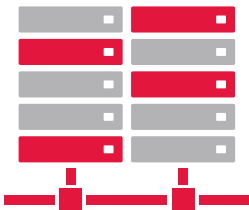
We conducted retro-commissioning studies at five buildings to identify energy efficiency opportunities, as well as ensure our building systems were running efficiently and HVAC control strategies were optimized.

NATIONAL SUB-METERING PROGRAM

We are in our second year of implementing a national sub-metering program across 29 owned buildings. With real time monitoring of our facilities, the program will provide us with monitoring and targeting of our energy use, as well as better analytics.

ENERGY EFFICIENT CABLE HEAD-ENDS

We continued to redesign our cable head-ends to include innovative scalable modular designs to improve our Power Usage Effectiveness (PUE) needs.



We removed approximately 400 obsolete and inefficient servers from our data centres resulting in substantial energy savings.

EFFICIENT DATA CENTRES

In 2013, we expanded our infrastructure to significantly increase our data centre and cloud-based business solutions. Our data centres house IT equipment that store and protect our business customers' vital data. Last year, we implemented several programs to improve performance, optimize energy and costs, and reduce our overall real estate footprint, including:

- Downsizing from five to four data centres by better optimizing space. We are further renovating data centres to accommodate much-needed high density computing and reduce floor space. Traditional cabinets have been replaced with thermal in-row/in-rack pods that will help reduce energy use and improve PUE to approximately 1.2.
- Removing 43 older, inefficient storage bays from two of our large data centres and replacing them with more efficient models, reducing overall power consumption.
- Decommissioning or virtualizing approximately 400 servers, enabling our data centres to operate with greater efficiency.

RACE TO REDUCE

We are an active participant in CivicAction's Race to Reduce. The program encourages commercial building owners, facility managers and tenants across the Greater Toronto Area to find innovative ways to save on energy, with the challenge of reducing their total energy use by 10% within a four year period.

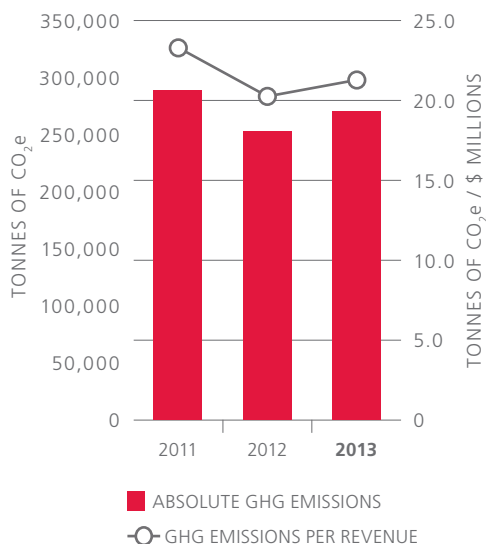
Last year, we included two more of our buildings in the "race", including our headquarters at One Mount Pleasant, bringing our total to three participating buildings. Subsequently, our headquarters won the 2013 Race to Reduce Building Performance Award for the greatest reduction in energy use (15.7%) in its building size category. The building's Energy Star score was an impressive 80 out of 100. CivicAction also recognized our Environmental Steering Committee with the Team Excellence Award for our active and sustained collaboration towards energy reduction.



IN DEPTH

+ [Featured Story:
How Energy is used
in a Rogers Building](#)

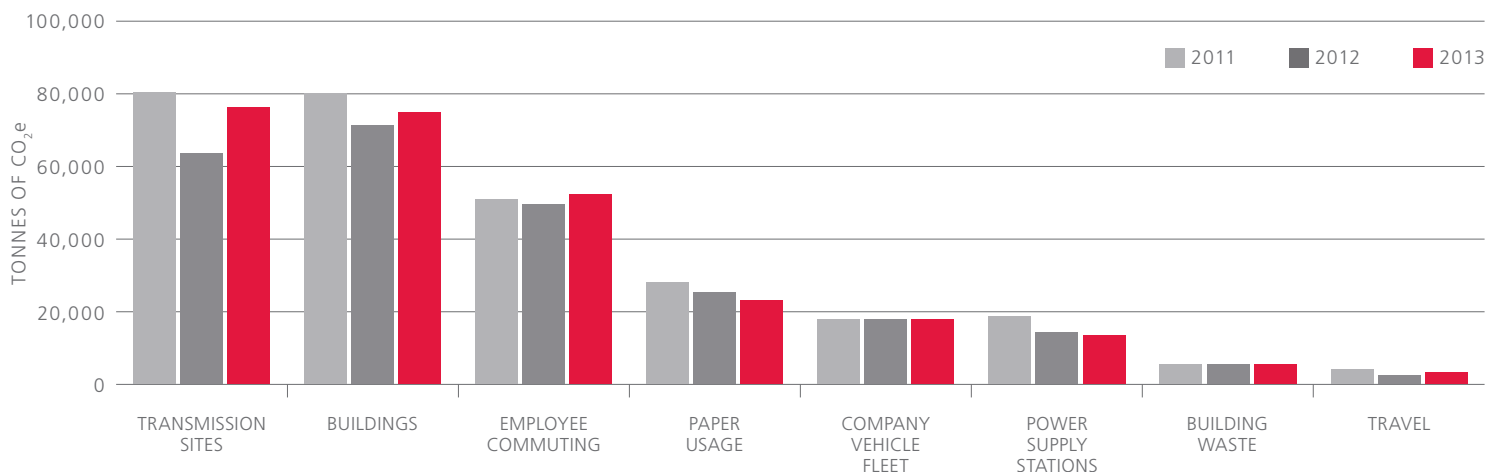
GHG EMISSIONS




GHG EMISSIONS BY SCOPE




GHG EMISSIONS BY SOURCE



OUR CARBON FOOTPRINT


OUR PERFORMANCE TRENDS <i>In GJ except for "Total energy use per revenue"</i>	2013	2012 ¹	2011 ¹
GHG Emissions (tonnes of CO₂e)			
Scope 1 (combustion of natural gas, fuel oil, gasoline, hydrofluorocarbons)	36,885	34,945	37,559
Scope 2 (electricity purchases)	147,383	133,677	159,889
Subtotal Scope 1 and 2	184,268 	168,622	197,448
Scope 3 (e.g., business travel, hotel stays, employee commuting, office waste)	86,361	85,268	91,127
Total GHG emissions	270,629	253,890	288,575
Total GHG emissions per revenue (tonnes of CO₂e / \$ in millions)	21	20	23

¹ Data from previous years has been restated as a result of adjustments made to classification of certain network properties, as well as the inclusion of data from a recent acquisition.

 Independently assured in 2013.

OUR PERFORMANCE & COMMENTARY

Our absolute total greenhouse gas (GHG) emissions in 2013 were 270,629 tonnes of carbon dioxide equivalent (CO₂e), up 6.6% from the previous year, however down 6.2% from our base year (2011). We attribute last year's performance increase as a reflection of our increased energy intensity across our buildings and network, as well as the colder than normal weather during the winter which resulted in an increased use of fuel for heating purposes. The reduction compared to 2011 can be attributed to more favourable changes to the provincial greenhouse gas emission factors published by Environment Canada each year.

With respect to our corporate target on GHG emission reduction (Scopes 1 and 2 only), our emissions in 2013 were 184,268  tonnes of CO₂e, up 9.3% from the previous year, however down 6.7% from our base year (2011). Factoring in our business growth, our total 2013 GHG emissions per revenue (tonnes of CO₂e/\$ in millions) increased by 4.8% over 2012 numbers, and decreased by 8.9% compared to 2011. Find more information on how we breakdown our GHG emissions by scope [here](#).

Our transmission sites comprised the largest portion of our total emissions (28.2%), followed by our building portfolio, which includes our retail stores and the Rogers Centre (27.8%), employee commuting (19.3%), and paper usage (8.9%).

ENVIRONMENTAL
RESPONSIBILITY

VEHICLE FLEET & TRAVEL

Responsible management of our fleet of 2,100 commercial vehicles and employee travel is another way we are working to reduce our energy and carbon footprint. The scope of our activities include service calls made with our vehicle fleet, business travel (including Toronto Blue Jays travel and hotel stays), and employee commuting to and from work.

Our total GHG emissions from our fleet, business travel and employee commuting was 74,381 tonnes of CO₂e in 2013. This includes:

- Our fleet operations and business travel, which accounted for 22,089 tCO₂e; and
- Employee commuting, which continued to represent the largest proportion of our total, at 52,292 tCO₂e.

In 2013, we continued to take steps to reduce our fleet's carbon footprint, such as:

- **Vehicle downsizing:** We transitioned 44 large cargo vans (8 cylinder engines) to smaller, more fuel-efficient vehicles (cargo minivans with 6 cylinder engines), resulting in an estimated reduction of 131,000 kilograms of CO₂ annually. We also replaced six large V8 engine fibre vans with fuel efficient 6 cylinder diesels resulting in an estimated CO₂ reduction of 13,800 kilograms annually.
- **Telematics:** Telematics allow us to track and report on vehicle and engine performance, enabling us to reduce fuel consumption and CO₂ emissions. The telematics system is used in all of our 1,300 Cable service vehicles and we are expanding it to our Wireless service vehicles. In 2013, we had telematics in 124 of our 800 Wireless vehicles.
- **Anti-idling policy:** This policy, for all Rogers vehicles, is designed to minimize emissions and fuel costs. In addition, we have 895 service vehicles that have power inverter systems with backup power, which allow our drivers to operate tools and test equipment on the jobsite without having to run their engines, resulting in an annual CO₂ reduction of 1,116,960 kilograms.
- **Replacement program:** We use live data to replace less efficient vehicles, specifically targeting ones that reach 72 months in service or 160,000 kilometres. In 2013, we replaced 237 vehicles through this program.

To help employees lower their GHG emissions, we encourage alternative methods of commuting to work by offering secure bike racks at many of our office locations and a corporate discount for Toronto Transit Commission (TTC) passes, of which over 10,000 employees took advantage of in 2013.

To reduce the need for business travel, we provide employees with both videoconferencing and telepresence suites at our office locations across Canada. Videoconferencing uses a large television to show the remote location at one end of a boardroom table, while telepresence utilizes three large high definition screens which present the remote participants as if they are seated across the same table. Employees also use a number of other digital platforms to connect face-to-face, including Skype, Microsoft Lync and Adobe Connect.



PAPER REDUCTION

WHY IT'S MATERIAL

As owners of Canada's largest publishing company, Rogers Publishing, combined with extensive customer communications, administrative and documentation processes across all our businesses, paper is important to our business.

OUR APPROACH

We continue to encourage employees to reduce their paper consumption, while working with suppliers to ensure responsible paper sourcing, production and recycling. As part of our effort to minimize paper consumption, one of our goals is to encourage customers to use paperless electronic billing instead of receiving mailed print statements. This decreases the amount of bills and envelopes we print, reducing both paper and energy usage.

Our Paper Reduction and Sourcing sub-committee oversees the effectiveness of our performance, as well as reduction and environmentally responsible sourcing initiatives.

OUR PERFORMANCE TRENDS

In metric tonnes except percentage of customers

	2013	2012	2011	2010
Total paper use	19,654 ⁺	21,778 ⁺	23,569	24,039
Publishing	14,051	15,642	17,121	17,136
Marketing & communications	4,084	4,264	4,333	4,569
Billing	1,190	1,563	1,753	1,888
Internal office use	329	309	362	446
Percentage of customers who received electronic bills ¹	55% ⁺	43%	35%	25%

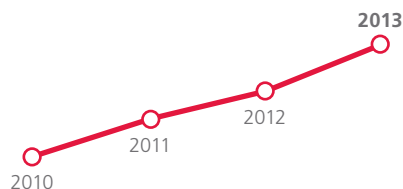
¹ The total number of electronic bills sent divided by total number of bills sent.

⁺ Independently assured in 2013. * Independently assured in prior year.

TOTAL PAPER USE TREND LINE



PERCENTAGE OF CUSTOMERS WHO RECEIVED ELECTRONIC BILLS TREND LINE



OUR PERFORMANCE & COMMENTARY

In 2013, we continued to implement paper reduction initiatives across our four categories of paper consumption: publishing, marketing and communications, billings and internal office use.

As a result, we reduced our total paper consumption by 10% over 2012 numbers. This includes:

- Our Publishing business had a 10% reduction in paper due to printing of fewer pages (mainly due to fewer advertising pages) and improving efficiencies in total copies distributed.
- A 24% reduction in the paper used for billing. This is attributable to both a growth in the number of customers who have signed up for online billing, and, for customers who still request paper statements, a shift from full to partial detail billing (a reduction in the amount of text details we provide on each statement).

Overall, 95% of all of the paper we purchased (for marketing, internal paper use, billing and our publishing segment) was [Forest Stewardship Council®](#) (FSC®) certified. Additionally, 100% of the paper we purchase for our magazines is FSC certified. FSC certification assures customers that the development of our paper has been managed under strict conditions to ensure the protection of high conservation value forests, waterways, wildlife habitat and species.

USING TECHNOLOGY & INNOVATION TO REDUCE OUR PAPER USE

Throughout our organization, individual departments have developed paper reducing measures. Within our Supply Chain group, we piloted an innovative new program that changes the delivery method of documentation that accompanies customer orders from physical to electronic. The pilot resulted in a 16% drop in the paper consumption of our supply chain group. Once fully implemented in 2014, we project an over 75% reduction over the group's 2013 numbers.

In late 2013, Rogers Publishing – Canada's largest magazine publisher – launched [Next Issue Canada](#), an innovative new digital product. As Canada's only all-you-can-read digital magazine subscription service, Next Issue has more than 100 publications in its catalogue and maintains the quality of the print magazine in one tablet app. By delivering the world's best magazines on a digital platform, the service reduces the amount of paper used in the production and printing of traditional magazines.



**ENVIRONMENTAL
RESPONSIBILITY**

RECYCLING & WASTE MANAGEMENT

WHY IT'S MATERIAL

Responsible management of the materials we use and the waste we produce is important both to our operational efficiency and the environment.

OUR APPROACH

To reduce the amount of waste we produce, we look for opportunities to avoid waste generation, and run programs to recycle and reuse materials, ensuring we handle the waste we produce responsibly. We monitor waste generation and recycling performance across our office, retail and Rogers Centre properties through our two national waste management vendors and vendors responsible for managing our telecom/IT-related products and confidential paper. Our Waste Management & Recycling sub-committee oversees the effectiveness of our performance and waste diversion initiatives.



4,739
tonnes
of total waste recycled.

OUR PERFORMANCE TRENDS

In tonnes except percentage of total waste diverted

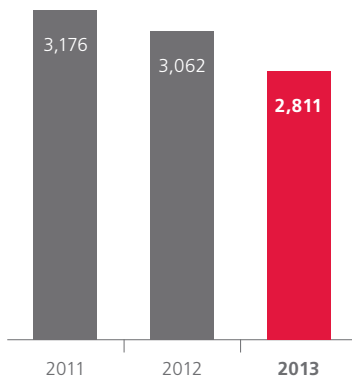
	2013	2012	2011	2010 ¹
Total waste generated (tonnes)	7,550	6,564	6,212	4,580
Total waste recycled (tonnes)	4,739	3,502	3,034	2,551
Percentage of total waste diverted from landfill	62.8%	53.4%	48.8%	56.0%

¹ 2010 data is not comparable to 2011, 2012 and 2013. In 2011, Rogers entered into consolidated waste management contracts which allow for more complete and accurate reporting for all Rogers offices and retail locations. This is why totals seem to significantly increase in later years.

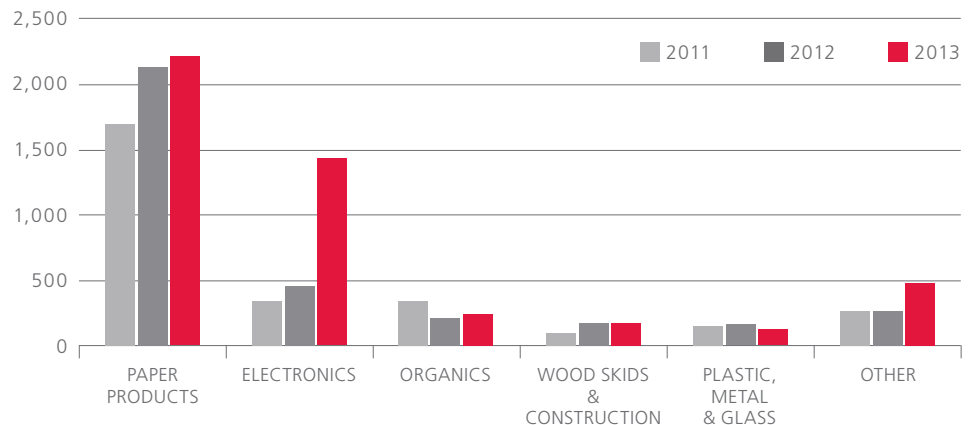
OUR PERFORMANCE & COMMENTARY

We generated 7,550 tonnes of waste in 2013 and diverted 62.8% of it from landfills (a 17.6% improvement over 2012). The majority of the 4,739 tonnes of materials we recycled consisted of paper products (47%) and electronics (31%), with the remaining categories representing less than 5% each. Last year, we also reduced the amount of waste sent to the landfill by 8%, or by over 250 tonnes.

MATERIAL TO LANDFILL (TONNES)



MATERIALS RECYCLED (TONNES)



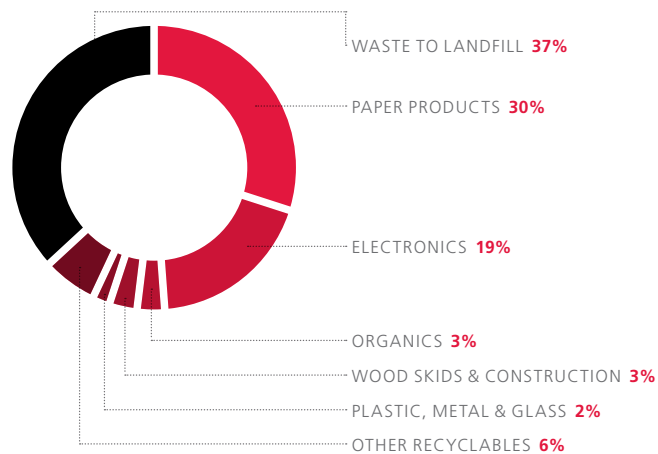


WASTE MINIMIZATION INITIATIVES

In 2013, we worked together with our employees, suppliers and business partners to minimize our waste where possible. Among our activities:

- We recycled 2,222 tonnes of e-waste (electronics and IT products), an increase of 206% over the previous year. Part of this increase can be attributed to a partnership with our supplier and the Rogers Centre that made it easier for employees and customers to recycle their mobile devices, Internet modems and other electronics.
- We reused 4,827 existing furniture items from our inventory for newly constructed office spaces, rather than buying new furniture. More than 1,100 kilograms of the furniture that was disposed was done so in an environmentally responsible manner.
- More than 25,000 square metres of carpet was recycled with our new carpet recycling program, and 26,000 square metres of sustainable carpet was installed in our buildings.
- We continued to use reusable totes for distributing cable shipments among Rogers warehouses and retail stores, contractors and technicians. In 2013, we added an additional 15,000 reusable totes, doubling the amount used since 2009. We estimate we have saved over 200 metric tonnes of corrugated cardboard each year since 2011.
- We offered our employees more options to help minimize waste such as utilizing compostable take-out containers, expanding our organics programs, encouraging the use of china and steel cutlery, and offering a discount for the use of reusable mugs. Many of these improvements were in direct response to our employee feedback, as part of our annual R10 employee survey.

WASTE/RECYCLING BY CATEGORY





ENVIRONMENTAL RESPONSIBILITY

RECYCLING & WASTE MANAGEMENT

> CONTINUED



Our new Get Up & Get Green recycling program piloted at a number of locations and included a communications campaign to inform employees how to participate.



IN DEPTH

+ [Featured Story: Green by Design: Our Framework for Sustainable Buildings](#)

GET UP & GET GREEN, OUR NEW RECYCLING PROGRAM

Our employees have a real passion for recycling and waste reduction. We wanted to augment that with support and guidance on recycling best practices and source separation to improve our overall waste diversion rates. With this in mind, we piloted Get Up & Get Green at select buildings in Toronto and Brampton, including our headquarters, with the goal of improving employee recycling efforts to reach a 70% diversion rate.

We installed central waste/recycling stations in common areas, cafeterias and other locations, with clearly marked categories to help employees separate materials such as paper, cardboard, glass, plastic, aluminum and organic matter. In some buildings, personal office garbage and recycling bins were removed in place of having our employees “get up” to the new sorting stations. Employees responded positively, increasing our waste diversion rate at almost all of our participating buildings. With a full year’s data in hand, we will report on our performance next year as we progress towards our 70% goal.

ORGANIC WASTE

The Toronto Blue Jays, Rogers Centre and our food supplier continue to work with Second Harvest to donate leftover food waste. Second Harvest picks up leftover food items and delivers them to various community groups throughout Toronto. In 2013, the Rogers Centre installed two organic digesters used to process food waste during the year. This has benefitted the stadium by reducing the number of green bins used in its operations, as well as reducing the amount of energy and GHG emissions from the trucks used to transport our green bins.

SPILLS & RELEASES

In 2013, we had three Level 3 spills (those reportable to Environment Canada within 24 hours that are greater than 100 kilograms). We also had a number of smaller spills: 31 Level 2 spills (reportable spills of 10 to 100 kilograms) and 299 Level 1 spills (not reportable and are less than 10 kilograms).

To help mitigate risks and manage spills and releases resulting from our operations, we maintain procedures including halocarbon management, storage tank management and spills management and response. These are essential components of our Environmental Management System (EMS), and include proper training for staff responsible for these areas.

This past year, we completed two training sessions on spill management to more than 190 employees.

The objectives were to ensure our employees have adequate understanding of the potential impact of the releases, the applicable regulatory requirements and what actions need to be taken in the event of a release. We also deployed over 300 spill kits at our buildings and network sites. These kits are provided to clean up hazardous products to reduce contamination of land or water, and are a vital part of emergency planning and preparedness.

A portrait of Maureen Wagas, a woman with dark hair and bangs, smiling and wearing large hoop earrings and a dark grey long-sleeved shirt. The background is a blurred office setting with other people.

MAUREEN WAGAS
CUSTOMER SERVICE REPRESENTATIVE
TORONTO


COMMUNITY INVESTMENT



COMMUNITY INVESTMENT

We have a long history of giving back, and are proud to be recognized as an Imagine Canada Caring Company. Our focus is on building strong Canadian communities.

2013 HIGHLIGHTS

\$73.4 million 
donated to help develop strong and vibrant communities.

1,925 
people signed up for Connected for Success, an affordable Internet solution for youth and families with low incomes – the first of its kind in Canada.

\$27.6 million 
invested in 95 different Canadian media projects to develop innovative and creative Canadian content for film and television.

OUR PROGRESS AT A GLANCE

● Achieved ◆ In Progress ○ Not Achieved

DESCRIPTION	2013			2014
	OBJECTIVES	PROGRESS	RESULTS & COMMENTARY	OBJECTIVES
STRONG & VIBRANT COMMUNITIES				
Total community investment	Donate 1% of pre-tax profits to causes that enrich our communities.	●	Donated 3.24% ⁺ of pre-tax profits.	Donate 1% of pre-tax profits to causes that enrich our communities.
EMPLOYEE COMMUNITY INVOLVEMENT				
Employees who volunteered through Rogers Employee Volunteer Program	1,350	●	1,386 ⁺	1,350

⁺ Independently assured in 2013.

CHALLENGES & RESPONSES

CHALLENGE	OUR RESPONSE
We experienced a challenge in recruiting and registering youth with the Rogers Raising the Grade program due to lack of awareness. The 2012/13 school year was the first in which we offered the program in Boys & Girls Clubs.	To help identify and recruit candidates, and create awareness about the program, we circulated information materials to potential participants and their parents, and met with principals, guidance counsellors and school boards. Through word-of-mouth and by encouraging participation, recruitment and registration increased significantly in the second semester.
During the first year of the Rogers Employee Volunteer Program, a number of volunteer sessions took place without being correctly entered in our online volunteer portal, making it difficult to accurately track the total number of volunteer hours.	In order to ensure employees knew about the online volunteer portal and how to use it, we increased communication about how to access it online and how to track volunteer hours. We also made a number of improvements to the portal to ensure ease of access and use.
When we launched Connected for Success in partnership with Toronto Community Housing (TCH), we faced initial challenges signing residents up due to a lack of trust and awareness of the program's objectives.	We hired fellow TCH residents as community animators to help share the Connected for Success offer as trusted voices, and subscriptions soon increased. We also distributed direct mail pieces and posters in different languages so residents whose primary language is not English or French could better understand the offer.



STRONG & VIBRANT COMMUNITIES



WHY IT'S MATERIAL

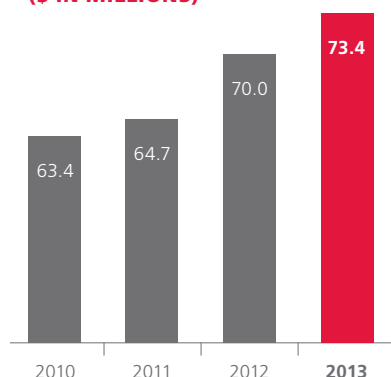
- Our business is only as strong as the communities in which we operate.
- Investing in our communities benefits Canadians and the economy, deepens customer loyalty and increases employee pride and engagement.

OUR APPROACH

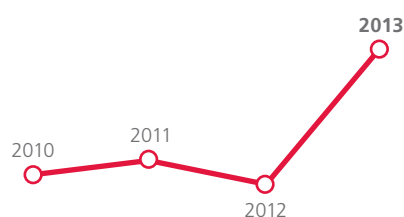
As one of Canada's largest employers, caring for and giving back to our communities is vital. We stand by the principles of corporate citizenship and benchmarks for community investment established by [Imagine Canada](#), committing at least 1% of our net earnings before taxes each year to charities and non-profit organizations.

Our Community Investment Steering Committee, consisting of senior level representation from various departments, sets and oversees the strategic direction of our giving to help ensure it is targeted, impactful and reflective of our culture.

TOTAL COMMUNITY INVESTMENT (\$ IN MILLIONS)



PERCENTAGE OF PRE-TAX PROFITS DONATED TO CHARITIES AND NON-PROFIT ORGANIZATIONS TREND LINE



OUR PERFORMANCE TRENDS (\$ in millions)

	2013	2012	2011	2010
Community investment – cash	\$12.8	\$13.5	\$6.6	\$7.1
Regulated community investment – cash	\$2.7	\$2.8	\$3.2	\$2.7
Total cash	\$15.5	\$16.3 *	\$9.8	\$9.8
Community investment – in-kind ¹	\$21.5	\$16.3	\$17.2	\$16.5
Regulated community investment – in-kind	\$36.4	\$37.4	\$37.7	\$37.1
Total in-kind	\$57.9	\$53.7 *	\$54.9	\$53.6
Total community investment	\$73.4	\$70.0 *	\$64.7	\$63.4
Percentage of pre-tax profits donated to charities and non-profit organizations	3.24%	2.98%	3.03%	3.00%

¹ Due to changes in methodology and improved data collection processes, the "Total community investment – in-kind" figure was calculated differently from 2012. Prior year impact of these changes is considered immaterial.

Independently assured in 2013. * Independently assured in prior year.

In 2013, we supported charities, non-profits organizations and local communities by donating \$73.4 million through cash and in-kind donations. This represented 3.24% of our income before taxes, again exceeding the giving benchmark of 1% established by Imagine Canada.

CANADIAN MEDIA PRODUCTION

As a natural extension of our business, we are a major supporter of film and TV production through the [Rogers Group of Funds](#) – which include Rogers Telefund, Rogers Cable Network Fund and Rogers Documentary Fund – as well as through individual arts and culture sponsorships.

In 2013, the Rogers Group of Funds invested \$27.6 million to encourage the development of innovative and creative Canadian content for film and television, supporting 95 different productions.

This past year, we continued to sponsor the [Rogers Best Canadian Film Award](#), the richest arts award in the country, with a \$100,000 cash prize for the winner and \$5,000 for each runner-up; and the [Rogers Writers' Trust Fiction Prize](#), an annual literary award worth \$25,000.

Last year, through Rogers TV, we worked with 2,300 community volunteers, providing opportunities to learn hands-on skills in a real production environment. We train volunteers, who work side-by-side with professional television producers. As part of National Volunteer Week in 2013, we launched a new recognition program that rewards community members who have volunteered at a station for five, 10, 20 or even 30 years. In Ontario, the Provincial Partnership Council honoured Rogers TV London with the Employer Champion Award, recognizing the station's mentorship programs for local high school students, which give them the learning experiences they need to take on the television world. Read more about Brian, a 15-year Rogers TV volunteer, [here](#).



ROGERS Youth Fund™



 = 5,000 young Canadians

151,396

young Canadians
impacted by
Rogers Youth Fund.



Canadian Institute of Child Health
Institut canadien de la santé infantile

**Recognized by the Canadian
Institute of Child Health with
their Corporate Award for our
community programs that improve
the quality of life for children and
youth in the classroom and beyond.**



IN DEPTH

+ **Featured Story:**
[Something New is Happening
Beyond 3:30](#)



A student from the Boys & Girls Club is interviewed by City's Jennifer Valentine on Rogers Youth Education Day.



Kids from the Boys & Girls Club join Sportsnet's Evanka Osmak and Ken Reid at the anchor table on Rogers Youth Education Day.



A student from the Toronto Foundation for Student Success meets with Editor-in-Chief of *HELLO! Canada* Alison Eastwood on Rogers Youth Education Day.



A student uses a computer in a Rogers Raising the Grade Technology Centre.

EDUCATION & YOUTH

We believe investing in education is one of the best ways to increase young people's interest in school and enhance their future opportunities. [Rogers Youth Fund](#), our national, signature community investment program, supports education programs offered by Boys & Girls Clubs and local non-profit organizations spanning all provinces. The programs offer after-school homework clubs, academic tutoring and alternative schooling to help youth excel both inside and outside the classroom. In 2013, Rogers Youth Fund benefitted approximately 151,396 young Canadians, up approximately 78% from the previous year.

[Rogers Raising the Grade](#) is the principal program of Rogers Youth Fund, and is offered in 36 Boys & Girls Clubs across Canada. The interactive after-school program matches youth with mentors and tutors who provide help with schoolwork and personal interests. The goal of the program is to increase participants' academic skills, high school graduation rates and access to post-secondary education.

A state-of-the-art technology centre, with the latest computers and electronic resources to support learning and increase digital literacy, complements each Raising the Grade program. In 2013, we built an additional 10 technology centres across Canada, allowing more Boys & Girls Clubs to offer Rogers Raising the Grade in their communities.

To further shine a light on the power of education, we hosted Rogers Youth Education Day on September 25, 2013. Find out more [here](#).



ROGERS Youth Fund™

Connected for Success™



Residents of Toronto Community Housing sign up for the new Connected for Success program.

"For young people, access to the Internet can enhance their sense of empowerment and inclusion. Youth develop digital literacy skills that serve them well in the future and at the same time, they engage family members and help link them with the global online community. Connected for Success has a tremendous potential to strengthen families and transform low-income communities."

DENISE SILVERSTONE

DIRECTOR OF NATIONAL PROGRAMS,
BOYS & GIRLS CLUBS OF CANADA

DIGITAL INCLUSION

Internet access is an essential tool that no student or family should be without in today's digital economy. Unfortunately, many families cannot afford Internet access. It's our mission to change that. Our role in the telecommunications industry gives us both an opportunity and a responsibility to increase digital inclusion in the new economy so all Canadians can benefit.

In June 2013, we announced a new initiative to help provide broadband Internet for youth and families with low incomes. [Connected for Success](#), which launched in partnership with Toronto Community Housing, is the first of its kind initiative in Canada, offering a broadband Internet connection for \$9.99 per month. We also worked with our partners to provide the option of purchasing a subsidized computer for \$150, with free software from Compugen and Microsoft. Residents also have access to digital literacy programs and resources. We are planning to expand the program to other cities in 2014.

Access to technology also plays a vital role in connecting many remote, rural and low-population communities. To support these communities' economic development:

- Our GSM and 3G HSPA+ networks reach nearly all Canadians and our LTE network reaches approximately 73% of the Canadian population as of December 31, 2013.
- We are helping to equip Northeastern Ontarians with the same access to mobile high speed Internet and cellular services as is available in Southern Ontario. It's part of a multi-year partnership with NetCentral Community Communications Network, a non-profit organization, and the Northern Ontario Heritage Fund Corporation, to build and activate 24 cellular and wireless high speed Internet sites in the region. The goal is to expand coverage along the King's Highways and in unserved communities from Elliot Lake to Bonfield and from Temagami to South Baymouth on Manitoulin Island. We invested \$3.9 million in funding and will manage the sites (most of which are operational) with the remaining sites expected for completion in early 2014. Partnerships like this help address the high costs of deploying infrastructure in remote and rural areas while spurring economic growth.

In addition to increasing physical access to the Internet, we are also undertaking a long-term education effort to increase Canadians' digital literacy to help them make the most of technology:

- In January 2013, we launched [Tech Essentials](#) with the Canadian Centre for Child Protection. The educational program and website is a "Parent Tested/Parent Approved" award winner, offering information ranging from how to make smart digital choices on matters such as data usage and wireless Internet basics, to tips and resources for parents on managing their child's online use. The program also includes an online and in-store "Ask the Experts" series.
- Through Rogers Youth Fund, we have invested in creating technology centres at 36 Boys & Girls Clubs of Canada, which give young Canadians the opportunity to increase their digital skills and prepare for the modern economy.



United Nations
Association in Canada

OUTSTANDING GLOBAL CITIZEN OF THE YEAR

In 2013, the United Nations Association in Canada recognized our then CEO, Nadir Mohamed, as the Outstanding Global Citizen of the Year for his work in helping thousands of young Canadians become the "next generation of Canadian talent" through initiatives like the Rogers Youth Fund. He was also recognized for his instrumental role in implementing the Rogers Employee Volunteer Program and for championing Connected for Success.



COMMUNITY
INVESTMENT



STRONG & VIBRANT COMMUNITIES

> CONTINUED

OTHER COMMUNITY SUPPORT



Coinciding with the launch of Fido in the Maritimes, Fido donated \$100,000 to five Societies for the Prevention of Cruelty to Animals (SPCA) in the region. Karen Hudson, Executive Director of the Moncton SPCA (left) and Heather Robinson, Communications Manager, Fido (right), hold seven-year-old terrier mix named Squirt and two-year-old shepherd mix named Tundra.

PROVIDING ACCESS TO SPORT

Through their work with the [Jays Care Foundation](#), the Toronto Blue Jays were named Sports Team of the Year for 2013 by Beyond Sport, an international organization dedicated to promoting, developing and supporting "the use of sport to create positive social change across the world". As the charitable arm of the Blue Jays, Jays Care aims to break down the barriers that prevent young Canadians from accessing sport.

HELPING TO END VIOLENCE AGAINST WOMEN

On the morning of May 8, 2013, Rogers Media viewers and listeners across the country were inspired by Morning for Hope, an eight-city on-air telethon/radiothon that fundraised more than \$450,000 for the Canadian Women's Foundation (CWF) campaign to end violence against women. Rogers Media has raised more than \$4 million for the CWF over the past nine years.

SUPPORTING COMMUNITY DIVERSITY

We support many community organizations and events that aim to promote and celebrate diversity. For example, OMNI Television collaborated with community organizations to organize the 2013 Culturally Diverse Media Forum in Calgary, attended by over 100 media and community leaders. OMNI continues to partner with the Canadian Ethnic Media Association to present and broadcast the only juried Multilingual Awards of Journalistic Excellence in Canada.

City Saskatchewan supported numerous community organizations and events, such as First Nations University of Canada Pow Wow, and partnered with the Saskatchewan Apprenticeship and Trades Certification Commission to raise awareness of careers in the trades, with a particular focus on women and Aboriginal youth.

SUPPORTING FAMILIES IN NEED

Rogers TV in New Brunswick came together with community partners to air nine telethons and television auctions to support local charities, raising \$267,000 for food banks, families in need and youth programs.

AIDING COMMUNITY RECOVERY EFFORTS

In 2013, Rogers pledged more than \$250,000 to aid various relief efforts, including communities in Alberta impacted by devastating floods; various parts of Ontario and New Brunswick hit by ice storms; the town of Lac-Mégantic, which suffered a horrific train disaster; and people in the Philippines affected by Typhoon Haiyan.

BOOSTING ANIMAL PROTECTION

Coinciding with the launch of Fido in the Maritimes, we donated \$100,000 to animal shelters in Saint John, Fredericton, Charlottetown, Moncton and Halifax. The funding will support programs and services for animal protection, care and rehabilitation, advocacy and education.



EMPLOYEE COMMUNITY INVOLVEMENT



volunteering hours
invested by Rogers
employees.

WHY IT'S MATERIAL

- Employees have told us that opportunities to give back are important to them.
- Research shows that employee community involvement is a driver of workplace engagement, increasing job satisfaction and morale, promoting team spirit and contributing to employees' professional development.

OUR APPROACH

Employee community involvement is important to us, representing a significant aspect of both our community relations effort and our employee engagement strategy.

We are committed to supporting our employees and their community activities through the Rogers Employee Volunteer Program. The program gives our employees the opportunity to volunteer for one paid day each year with either Rogers Youth Fund or a charity that's important to them. On our online volunteering portal, employees can review and choose volunteer opportunities that interest them.

OUR PERFORMANCE TRENDS

	2013	2012	2011	2010
Employees who volunteered through Rogers Employee Volunteer Program	1,386 ⁺	512 ¹	N/A ¹	N/A ¹

¹ Program introduced in September 2012.

⁺ Independently assured in 2013.



\$1.1 million

donated and raised by
employees for United Way
chapters across Canada.

Rogers employees are always eager to support their communities, and last year was no exception. We facilitated volunteer opportunities through our Employee Volunteer Program, which launched in 2012. The program's first full year of operation in 2013 mobilized 1,386⁺ employees to make a difference, representing 9,009⁺ volunteer hours.

As further testament to our employees' community spirit, professional social networking site LinkedIn recognized Rogers employees as among the top five in the world for volunteering, measured by those who include "Volunteer & Causes" information in their online profiles.



In its 29th year, [Rogers Pumpkin Patrol](#) recruited over 250 Rogers employee volunteers in Ontario, New Brunswick and Newfoundland to help keep kids safe on Halloween. Volunteers also worked with local schools to distribute reflective armbands to help parents easily spot little ghosts and goblins in the dark.



More than 100 employees in Quebec joined together in the first ever Rogers Quebec Day of Caring – an event dedicated to giving back to our communities. Employees volunteered at more than 10 local non-profits; sorting food at Moisson Laval, delivering meals with Santropol Roulant and cleaning animal cages at the Society for the Prevention of Cruelty to Animals (SPCA).



Over 300 Rogers employees and community members volunteered during the [Rogers Santa Claus Parade](#) in Vancouver, an event attended by more than 300,000 people. The annual parade benefits the Greater Vancouver Food Bank Society.



REGINALD CAISSIE
HEAD-END TECHNICIAN
MONCTON

ECONOMY & SOCIETY



ECONOMY & SOCIETY

From creating fairly paid jobs, paying taxes and sourcing responsibly, to supporting the next generation of digital entrepreneurs, we strive to create positive value for local economies and Canadian society through our everyday business activities.

2013 HIGHLIGHTS

\$1.94⁺ billion

paid in employee compensation and benefits.

\$1.022 billion

in taxes and other government payments.

\$900 million

provided to our shareholders in the form of dividends and buybacks.

\$7.7 billion

spent on goods and services.

OUR PROGRESS AT A GLANCE

● Achieved ◆ In Progress ○ Not Achieved

	2013		2014	
DESCRIPTION	OBJECTIVES	PROGRESS	RESULTS & COMMENTARY	OBJECTIVES
ECONOMIC DEVELOPMENT & IMPACT				
Total economic value distributed	Be a strong contributor to the Canadian economy.	●	Increased our total economic value distributed.	Continue to be a strong contributor to the Canadian economy by increasing our total economic value distributed.
SUPPLY CHAIN MANAGEMENT				
Percentage of invoices received electronically	Increase over 2012 percentage.	●	77%, up from 76.5% in 2012.	Maintain 2013 percentage.
Percentage of purchase orders delivered electronically	100%	●	100%	100%

CHALLENGES & RESPONSES

CHALLENGE	OUR RESPONSE
We faced a challenge implementing a system to track which of our suppliers have accepted the Rogers Supplier Code of Conduct and which have not (i.e. long-time suppliers who had relationships with us before our Supplier Code was implemented). The supplier management tool that was selected does not, unfortunately, track acceptance of our Supplier Code across the organization.	In 2014, we will be upgrading our financial system and integrating a system to accurately track Supplier Code of Conduct acceptance. To further embed the Code throughout our procurement processes, we are exploring adding the Code into our contract templates and linking to it in our purchase order terms and conditions.

ECONOMIC DEVELOPMENT & IMPACT

WHY IT'S MATERIAL

- As one of Canada's largest companies, we impact the well-being of local communities and economies.
- Fostering a healthy marketplace and helping to build strong and sustainable communities benefits our long-term business success.

OUR APPROACH

We support the economic development and social well-being of the communities where we operate, including by providing employment opportunities, paying taxes, engaging in public policy dialogue and maintaining a strong business that provides dividends to our shareholders.

OUR PERFORMANCE TRENDS

(\$ in millions)

	2013	2012	2011	2010
Employee salaries and benefits	\$1,940 ⁺	\$1,813 ⁺	\$1,753	\$1,666
Dividends and shareholders' equity transactions	\$917 ⁺	\$917 ⁺	\$976	\$822
Interest on long-term debt and other interest expenses	\$742 ⁺	\$664 ⁺	\$738	\$768
Income tax expense ¹	\$596 ⁺	\$610 ⁺	\$535	\$612
Community investments – cash donations	\$16 ⁺	\$16 ⁺	\$10	\$10
Supplier spend	\$7,750 ⁺	\$7,918 ⁺	\$7,754	\$7,443
Total economic value distributed	\$11,961⁺	\$11,938⁺	\$11,766	\$11,321

¹ Income tax paid is \$496 million⁺, \$380 million⁺, \$99 million, and \$152 million respectively for the year ended 2013, 2012, 2011, and 2010. Income tax expense differs from income tax paid due to the timing of tax deductions.

⁺ Independently assured in 2013. ^{*} Independently assured in prior year.

EMPLOYEE COMPENSATION

We paid \$1.94 billion⁺ in salaries and benefits in 2013, and provided other economic benefits to employees through savings plans, pension plans and discounts. Compensation was up 7% from \$1.81 billion in 2012 due to a number of factors: the increase in the number of employees, higher salaries paid to professional athletes in our baseball franchise, higher employee benefit costs, an increase in pension expense due to higher service costs, and an increase in stock-based compensation expense due to a more significant increase in our share price compared to 2012.

MAINTAINING A STRONG BUSINESS

We continued to deliver strong returns to shareholders in 2013 while building upon our foundation for the future benefit of all our stakeholders. We grew revenues to a record \$12.7 billion and increased our annualized dividend per share by 10% over the previous year.

For more information on this, please see our [2013 Annual Report](#).

PUBLIC POLICY ENGAGEMENT

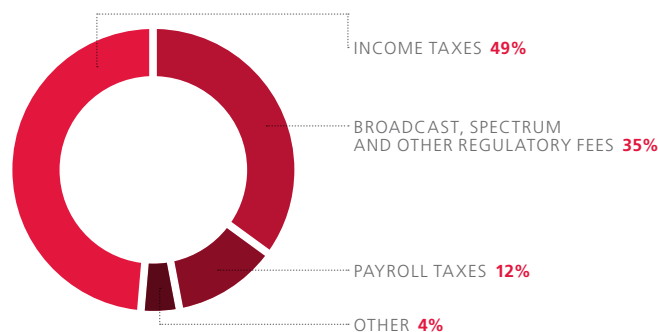
As a registered federal lobbyist, we contributed to public policy discussions last year on the following subjects: arts and culture, broadcasting, consumer issues, industry, intellectual property, international relations, international trade, justice and law enforcement, taxation and finance, and telecommunications. [More online.](#)

TAXES & OTHER GOVERNMENT PAYMENTS

We manage our tax affairs to enhance our business decisions. In doing so, we have established comprehensive policies and procedures to ensure we are compliant with all tax laws and reporting requirements, while maintaining open and cooperative relationships with revenue authorities to minimize audit effort and reduce tax uncertainty. We also engage with policy makers on taxation matters that impact our industry, shareholders, employees, customers and other stakeholders.

In addition to paying income tax on the profits we earn, we contribute significantly to Canadians by paying the following taxes and fees to federal, provincial and municipal governments:

- Various taxes on the salaries and wages we pay (payroll taxes) for our over 28,000 employees;
- Property and business taxes;
- Unrecoverable sales taxes and custom duties; and
- Broadcast, spectrum and other regulatory fees.

BREAKDOWN OF TAXES & OTHER GOVERNMENT PAYMENTS


(\$ in millions)	INCOME TAXES	NON-RECOVERABLE SALES TAXES	PAYROLL TAXES	REGULATORY & SPECTRUM FEES ¹	PROPERTY TAXES	TOTAL TAXES & FEES
Canadian Federal Government	\$324.3	-	\$74.3	\$355.0	-	\$753.6
British Columbia	\$18.9	\$2.5	\$0.2	-	\$3.5	\$25.1
Alberta	\$10.4	-	\$0.2	-	\$4.0	\$14.6
Saskatchewan	\$0.9	\$0.2	-	-	\$0.3	\$1.4
Manitoba	\$3.6	\$0.3	\$0.2	-	\$0.6	\$4.7
Ontario	\$99.5	\$3.9	\$34.1	-	\$20.7	\$158.2
Quebec	\$27.7	\$0.6	\$14.6	-	\$7.2	\$50.1
Maritime Provinces	\$10.5	-	\$0.5	\$1.5	\$1.8	\$14.3
Total	\$495.8	\$7.5	\$124.1	\$356.5	\$38.1	\$1,022.0

¹ Includes \$100 million annualized cost of spectrum licenses acquired in 2008 (\$1,000 million over 10 years).

☛ Independently assured in 2013.

We collected, on behalf of governments, payroll taxes and sales taxes on the products and services we sell of approximately \$2,174 million.


IN DEPTH

+ [Job Creation](#)

+ [Investing in Innovation](#)

SUPPLY CHAIN MANAGEMENT

WHY IT'S MATERIAL

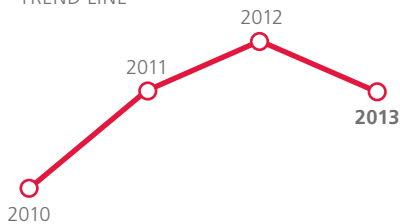
- Effectively managing our supply chain is key to becoming a more sustainable business; from ensuring we are conducting business with reputable suppliers who share our values to choosing responsible, quality products and services.
- Ethical procurement is of increasing importance to our stakeholders, who are looking to us to use our influence as a large purchaser to drive socially responsible practices throughout our supply chain.

OUR APPROACH

We are committed to maintaining the policies and framework that support our supply chain standards and ethical procurement. Our [Supplier Code of Conduct](#) sets out high standards for any vendor wishing to start or continue doing business with us. We want to ensure that our chosen suppliers share our principles and values.

Reporting to the Rogers CSR Governance Committee, our Ethical Procurement Practices Committee is responsible for creating and overseeing a consistent and coordinated strategy for ethical procurement across Rogers. The Committee is led by our VP of Procurement and is made up of representatives from relevant business units across Rogers. It oversees adherence to our Supplier Code of Conduct, and reviews it regularly to ensure it is effective and up-to-date.

TOTAL SUPPLIER SPEND TREND LINE



OUR PERFORMANCE TRENDS	2013	2012	2011	2010
Total suppliers	29,760	30,605	37,229	34,946
Total supplier spend (\$ in millions)	\$7,750*	\$7,918*	\$7,754	\$7,443
Percentage of invoices received electronically	77.0%	76.5%	N/A ¹	N/A ¹
Percentage of purchase orders delivered electronically	100%	100%	N/A ¹	N/A ¹

¹ KPI introduced in 2012.

* Independently assured in 2013. * Independently assured in prior year.

In 2013, we did business with 29,760 suppliers across Canada and internationally, sourcing an extensive range of products and services – from the smartphones and cable devices we sell, to the advertising campaigns seen on various forms of media, and the office supplies we use every day. In total, we spent \$7,750 million* on goods and services.

CREATING A GREENER SUPPLY CHAIN

There are many opportunities across our supply chain to green our processes and practices. In 2013, we moved forward with a number of initiatives that will make a positive difference in how we do business with less impact on our environment.

Reducing our paper use: In the past, each relationship with a supplier required a large amount of paper: from issuing sourcing events to signing contracts to delivering purchase orders. For instance, our terms and conditions alone is over 10 pages long, and is required to be signed as part of every purchase order. To reduce our use of paper, we have moved a number of our processes online.

- The number of invoices we receive electronically is increasing. Last year, the percentage of invoices that were electronically received increased to 77%.
- We have adopted a 100% electronic purchase order (PO) policy whereby suppliers will only receive POs through electronic means, such as email or electronic data interchange (EDI).

Moving to an electronic system has also helped create increasingly fair and equitable sourcing and procurement processes by documenting our vendor interactions and providing an audit trail.

Eliminating paper documentation: Last year, we piloted an innovative program that provides customer documentation electronically instead of on paper, which led to a large reduction in paper use. See our [Paper Reduction](#) section for more.

Reusing to reduce our waste: We continue to utilize reusable totes for distributing cable shipments among our warehouses and retail stores, and contractors and technicians, adding 15,000 reusable totes in 2013. For more, see our [Recycling & Waste Management](#) section.



ETHICAL PROCUREMENT & SOURCING

Being a responsible corporate citizen doesn't stop at the walls of our offices – we want to ensure the products and services we purchase are ethically sourced.

We continue to purchase paper that is responsibly sourced. For more, see our [Paper Reduction](#) section.

The procurement of conflict minerals continues to be an area of concern for both Rogers and our stakeholders. We are committed to providing our customers with products that are responsibly manufactured and verified as free of conflict minerals.

Our [Supplier Code of Conduct](#) has a section on conflict minerals requiring that suppliers evaluate the origin or source of their materials to verify they have not been mined from any conflict zone. If conflict minerals are found in their materials, the supplier must disclose this to us and take steps to develop and implement controls to avoid these minerals in the future. In 2013, we continued to carry out due diligence to ensure new suppliers adhere to our Supplier Code. [More online.](#)



IN DEPTH

+ [A Fair & Transparent Process](#)

+ [Supply Chain Monitoring](#)

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We invite your feedback and questions about this report.
Please email us at csr@rci.rogers.com

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