

## RE: Rogers

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From: Nash, Amber PREM:EX <Amber.Nash@gov.bc.ca>  
To: Mike Magee  
Cc: Hagglund, Jarrett PREM:EX  
Sent: March 12, 2021 10:41:22 AM PST  
Received: March 12, 2021 10:41:22 AM PST

Hi Mike, Apologies. Yes let's go with 3pm and Jarrett copied here will send the con call number.

Geoff will join the Premier and we may have Minister Kahlon on the line as well. Let us know if anyone will be joining Joe on the call.

Amber

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**From:** Mike Magee  
**Sent:** March 12, 2021 10:34 AM  
**To:** Nash, Amber PREM:EX  
**Subject:** Re: Rogers

**[EXTERNAL] This email came from an external source. Only open attachments or links that you are expecting from a known sender.**

Hi Amber, just checking if 3 pm is confirmed and if you want to use your own conference line or should we send?

Thanks again for the assist with this.

Mike Magee

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**From:** "Nash, Amber PREM:EX" <Amber.Nash@gov.bc.ca>  
**Date:** Thursday, March 11, 2021 at 2:58 PM  
**To:** Mike Magee <magee@convergecom.ca>  
**Subject:** RE: Rogers

Thanks Mike I'm checking on 3pm .

If we could have by phone that would be preferred for Sunday.

Amber

---

**From:** Mike Magee <magee@convergecom.ca>  
**Sent:** March 11, 2021 2:36 PM  
**To:** Nash, Amber PREM:EX <Amber.Nash@gov.bc.ca>  
**Subject:** Re: Rogers

**[EXTERNAL] This email came from an external source. Only open attachments or links that you are expecting from a known sender.**

Hi Amber, Would 3 pm pst work? It would be with Joe Natale and one other person. Video conference would be preferable.

Mike

Mike Magee

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**From:** Nash, Amber PREM:EX <Amber.Nash@gov.bc.ca>  
**Sent:** Thursday, March 11, 2021 1:55:09 PM  
**To:** Mike Magee <magee@convergecom.ca>  
**Subject:** Rogers

Hi Mike,

Geoff passed on the message that Rogers would like to offer an update to the Premier ahead of an announcement they are making on Monday morning. I understand best time for this would be on Sunday. Please let me know if there is a specific time they would prefer and who would like to connect with the Premier. I would be happy to arrange.

Amber

**Amber Nash**

*Director of Executive Operations & Scheduling  
Office of the Premier | Government of British Columbia  
501 Belleville St, Victoria, BC V8V 2L8  
Direct: 778-974-6068 | Cell: 778-584-3330*

## RE: FURTHER UPDATE -- RE: CITZ pitches

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From: Nash, Amber PREM:EX <Amber.Nash@gov.bc.ca>  
To: Aaron, Sage PREM:EX <Sage.Aaron@gov.bc.ca>, Hagglund, Jarrett PREM:EX <Jarrett.Hagglund@gov.bc.ca>  
Cc: Devereux, Rick GCPE:EX <Rick.Devereux@gov.bc.ca>, Badger, Joleen GCPE:EX <Joleen.Badger@gov.bc.ca>, Holmwood, Jen PREM:EX <Jen.Holmwood@gov.bc.ca>  
Sent: March 12, 2021 4:51:23 PM PST  
Received: March 12, 2021 4:51:23 PM PST

He's in for this one.

---

**From:** Aaron, Sage PREM:EX  
**Sent:** March 12, 2021 1:19 PM  
**To:** Nash, Amber PREM:EX ; Hagglund, Jarrett PREM:EX  
**Subject:** FW: FURTHER UPDATE -- RE: CITZ pitches  
Sage (she/her)  
778-678-0832

---

**From:** Lawal, Cassandra CITZ:EX <[Cassandra.Lawal@gov.bc.ca](mailto:Cassandra.Lawal@gov.bc.ca)>  
**Sent:** March 12, 2021 1:08 PM  
**To:** Aaron, Sage PREM:EX <[Sage.Aaron@gov.bc.ca](mailto:Sage.Aaron@gov.bc.ca)>  
**Cc:** Smith, George PREM:EX <[George.Smith@gov.bc.ca](mailto:George.Smith@gov.bc.ca)>; Holmwood, Jen PREM:EX <[Jen.Holmwood@gov.bc.ca](mailto:Jen.Holmwood@gov.bc.ca)>;  
Dunnnett, Jennifer PREM:EX <[Jennifer.Dunnnett@gov.bc.ca](mailto:Jennifer.Dunnnett@gov.bc.ca)>  
**Subject:** FURTHER UPDATE -- RE: CITZ pitches

Hi Sage,

Attaching the pitch document for the Highway 14 cellular connectivity project I pitched at this morning's meeting. This project represents a major investment (\$4.9M from Connected Coast-Stronger BC funds) in the Premier's riding in much needed connectivity along this route and the nearby communities.

Cheers,

kass

**Kassandra Lawal**

Office 778-974-6009 | Cell 778-678-3776

[kassandra.lawal@gov.bc.ca](mailto:kassandra.lawal@gov.bc.ca)

---

**From:** Lawal, Cassandra CITZ:EX  
**Sent:** March 12, 2021 9:23 AM  
**To:** Aaron, Sage PREM:EX <[Sage.Aaron@gov.bc.ca](mailto:Sage.Aaron@gov.bc.ca)>  
**Cc:** Smith, George PREM:EX <[George.Smith@gov.bc.ca](mailto:George.Smith@gov.bc.ca)>; Holmwood, Jen PREM:EX <[Jen.Holmwood@gov.bc.ca](mailto:Jen.Holmwood@gov.bc.ca)>  
**Subject:** UPDATE -- RE: CITZ pitches

Hi Sage,

We just got a call from Rogers with a green light to announce Highway 14 cellular project in the Premier's riding. This project announcement has been on hold for many weeks as they were completing negotiations that would have been compromised by the announcement. Rogers wants to announce on 30 March – we don't have a paper pitch drafted yet, but given the tight timeline I will pre-pitch this morning and have attached our BN on this project for info. We will aim to get the pitch drafted and approved and over to you as early as possible next week.

Cheers,

Kass

**Kassandra Lawal**

Office 778-974-6009 | Cell 778-678-3776

[kassandra.lawal@gov.bc.ca](mailto:kassandra.lawal@gov.bc.ca)

---

**From:** Lawal, Cassandra CITZ:EX  
**Sent:** March 12, 2021 9:00 AM  
**To:** Aaron, Sage PREM:EX <[Sage.Aaron@gov.bc.ca](mailto:Sage.Aaron@gov.bc.ca)>  
**Cc:** Smith, George PREM:EX <[George.Smith@gov.bc.ca](mailto:George.Smith@gov.bc.ca)>; Holmwood, Jen PREM:EX <[Jen.Holmwood@gov.bc.ca](mailto:Jen.Holmwood@gov.bc.ca)>  
**Subject:** CITZ pitches

Good morning Sage,

Attached are three pitches for CITZ this morning.

1. s.13; s.16; s.17

s.13; s.16; s.17  
s.13; s.16; s.17

I will be pitching this today, s.13; s.16; s.17

s.13; s.16; s.17

It is our hope that Minister Mark may wish to be involved in some capacity in this announcement with Minister Beare. The builds will be completed by TELUS subsidiaries, MASCON and ABC.

2. Highway safety themed announcement for two projects along Highways s.16 and 26 that will bring connectivity to 14 Km of highway, a highway rest stop and a dozen small communities, including Wells, Perow and communities in Similkameen Indian Band territory. TELUS will receive \$4.5 million Stronger BC funds to complete the projects s.13

This is the first time the Connecting BC program has had a mandate to support the extension of highway cellular supports increased safety and convenience for travelers along these routes and local residents.

3. In connection to the work being done to complete the Connected Coast project that will see sub-sea fibre laid from Prince Rupert to Vancouver and around Vancouver Island – this announcement is for a variety of communities that have been approved for more than \$10 million funding for last-mile builds that will connect to the main backbone fibre and bring connectivity to the doorstep of communities that include Mayne, Pender and Galiano Islands, several communities in the Haida Gwaii, Quadra and Cortes Islands, Bella Coola and Zeballos. It will also benefit people living in coastal that are part of First Nations including Skidegate Band, Haida Nation, Nuxalk and Klahoose. The builds will be completed by Shaw and City West.

Cheers,

Kass

**Kassandra Lawal**

Senior Ministerial Advisor

Honourable Lisa Beare – Minister of Citizens' Services

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[kassandra.lawal@gov.bc.ca](mailto:kassandra.lawal@gov.bc.ca)

## FW: Rogers and Shaw to come together creating new jobs and investment in Western Canada and accelerating Canada's 5G rollout

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From: Parmar, Ravi JERI:EX <Ravi.Parmar@gov.bc.ca>  
To: Nash, Amber PREM:EX <Amber.Nash@gov.bc.ca>, Meggs, Geoff PREM:EX <Geoff.Meggs@gov.bc.ca>  
Sent: March 15, 2021 9:45:49 AM PDT  
Received: March 15, 2021 9:45:49 AM PDT  
Attachments: Rogers - News Release - Mar 15, 2021.pdf  
FYI.

R

**Ravi Parmar | Senior Ministerial Advisor**

Honourable Ravi Kahlon | Minister of Jobs, Economic Recovery and Innovation

Ph: 1-250-356-2771

E: [Ravi.Parmar@gov.bc.ca](mailto:Ravi.Parmar@gov.bc.ca)

---

**From:** Plecas, Bobbi JERI:EX

**Sent:** March 15, 2021 9:35 AM

**To:** Parmar, Ravi JERI:EX

**Subject:** FW: Rogers and Shaw to come together creating new jobs and investment in Western Canada and accelerating Canada's 5G rollout

**From:** Cindy Grauer - EXT <[Cindy.Grauer@rci.rogers.com](mailto:Cindy.Grauer@rci.rogers.com)>

**Sent:** March 15, 2021 8:56 AM

**To:** Lawal, Kassandra CITZ:EX <[Kassandra.Lawal@gov.bc.ca](mailto:Kassandra.Lawal@gov.bc.ca)>; Brouwer, Shauna CITZ:EX <[Shauna.Brouwer@gov.bc.ca](mailto:Shauna.Brouwer@gov.bc.ca)>; Ritchie, CJ CITZ:EX <[CJ.Ritchie@gov.bc.ca](mailto:CJ.Ritchie@gov.bc.ca)>; Stanford, Susan CITZ:EX <[Susan.Stanford@gov.bc.ca](mailto:Susan.Stanford@gov.bc.ca)>

**Subject:** Rogers and Shaw to come together creating new jobs and investment in Western Canada and accelerating Canada's 5G rollout

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Morning!

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## **Key Messages – Rogers’ purchase of Shaw**

March 15, 2021

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Rogers Communications has proposed to acquire Shaw Communications for \$26 billion. If approved, it would likely go into effect in 2022 and would create the second-biggest cellular company in Canada.

With the new partnership, Rogers says it will invest \$6.5 billion in new technology and infrastructure for Western Provinces including Manitoba, Saskatchewan, Alberta and British Columbia.

Within that investment, \$2.5 billion will go toward 5G networks over the next five years across Western Canada and create a \$1-billion fund to help connect rural, remote and Indigenous communities across Western Canada to high-speed internet service.

The deal is subject to shareholder approval and regulatory review. It will be reviewed by the Competition Bureau of Canada, the Canadian Radio-television and Telecommunications Commission (CRTC), and Innovation, Science, and Economic Development (ISED).

### **Key Messages:**

- Everyone in British Columbia deserves to have access to affordable and reliable internet and cellular services.
- We are monitoring a proposal that would see Rogers acquire Shaw, creating Canada’s second-largest cellular company.
- It’s important to note that this deal needs to go through several regulatory processes before it is approved.
- And this is all happening at the federal level.
- What I can say, is that I am pleased to hear Rogers wants to create a new \$1-billion fund to help connect rural, remote, and Indigenous communities across Western Canada to high-speed internet.
- We’re also happy to hear that Rogers plans to maintain and grow local jobs in B.C. and the other western provinces.
- This complements the work we’re doing to make sure every person in B.C. has access to high-speed internet, no matter where they live.

- For example, we've made the largest investments in rural and Indigenous broadband in B.C. history with \$180 million in additional funds for the Connecting BC program since 2017.
- This has led to high-speed internet infrastructure projects underway or completed in more than 500 rural and Indigenous (87) communities since July 2017.
- B.C. will follow the progress of this deal with an eye on the potential it may have for British Columbians and their families.
- We will continue our work advocating for improved coverage and access to internet and cellular services in British Columbia.



## **Fwd: FYI -- KMs re Rogers purchase of Shaw**

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From: Aaron, Sage PREM:EX <Sage.Aaron@gov.bc.ca>  
To: Nash, Amber PREM:EX <Amber.Nash@gov.bc.ca>, Hagglund, Jarrett  
PREM:EX <Jarrett.Hagglund@gov.bc.ca>  
Sent: March 15, 2021 12:41:52 PM PDT  
Received: March 15, 2021 12:41:53 PM PDT  
Attachments: KM Rogers Shaw purchase\_DRAFT 2.docx

For the package

Sage (she/her)  
778-678-0832  
Sent from my mobile device

Begin forwarded message:

**From:** "Lawal, Cassandra CITZ:EX"  
**Date:** March 15, 2021 at 12:36:52 PM PDT  
**To:** "Smith, George PREM:EX"  
**Cc:** "Aaron, Sage PREM:EX"  
**Subject:** FYI -- KMs re Rogers purchase of Shaw

FYI

**Kassandra Lawal**

Senior Ministerial Advisor  
Honourable Lisa Beare – Minister of Citizens' Services  
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## Rogers/Shaw analysis

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From: Parmar, Ravi JERI:EX <Ravi.Parmar@gov.bc.ca>  
To: Meggs, Geoff PREM:EX <Geoff.Meggs@gov.bc.ca>, Hockin, Amber PREM:EX <Amber.Hockin@gov.bc.ca>, Bain, Don PREM:EX <Don.Bain@gov.bc.ca>, Nash, Amber PREM:EX <Amber.Nash@gov.bc.ca>  
Cc: Lawal, Cassandra CITZ:EX <Kassandra.Lawal@gov.bc.ca>  
Sent: March 23, 2021 9:27:27 AM PDT  
Received: March 23, 2021 9:27:27 AM PDT  
Attachments: Rogers Shaw Impact Assessment DRAFT Mar19\_21.docx

Good morning everyone,

The JERI team alongside CITZ has done an analysis/impact assessment on the Rogers/Shaw merger. I am sharing the attached and key points below for your information.

**A few points to note:**

- Employment details from Rogers and Shaw are only available in aggregate from the companies' annual reports, with no breakdown by province
- Employment levels at Rogers and Shaw have declined by 2,600 and 3,400 respectively between 2017 and 2020
- Of the 3,000 jobs that Rogers anticipates will be created as a result of the acquisition, 1,800 are expected to be located in Alberta, with the remaining 1,200 located in BC, Saskatchewan, and Manitoba
- With Rogers' acquisition of Shaw, the six large telecommunication companies employing 500+ people in BC will be equally split between Rogers and Telus.

s.13

**Ravi Parmar | Senior Ministerial Advisor**

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## Impact Assessment:

### Rogers Communications Inc. Acquisition of Shaw Communications Inc.

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#### Industry Overview

- B.C.'s telecommunication sector employs 18,900 people and directly contributed \$5.24 billion to GDP in 2019.
- Of the Big 3 national wireless service providers, only Telus is headquartered in B.C.
- The Big 3 account for all six of the large companies with 500+ employees that provide wired and wireless services in B.C.
  - Telus owns three of the six companies.
  - The other three are Shaw, Rogers, and FIDO, which is owned by Rogers.

#### Key Context on Acquisition

- Rogers indicates that 3,000 new jobs will be created in Western Canada.
  - The Alberta government has publicly stated that 1,800 of these jobs will be created in Alberta, including 500 through the newly announced National Centre of Technology and Engineering Excellence that is part of Rogers' acquisition plans.
  - The remaining 1,200 jobs are expected to be created in B.C., Saskatchewan, and Manitoba.
- Employment details from Rogers and Shaw are only available in aggregate from the companies' annual reports, with no breakdown by province. A review of aggregate employment between 2017 and 2020 for the two companies shows that:
  - Employment at Shaw declined by 3,140, due to a business restructuring and productivity initiative.
  - Employment at Rogers declined by 2,600 over the same period.
  - Rogers' commitment to create 3,000 new jobs in Western Canada will restore over half of the jobs lost between the two companies over the past three years.
- With Rogers' acquisition of Shaw, the six large companies employing 500+ people in B.C. will be equally split between Rogers and Telus.

#### Key Potential Implications

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## Telecommunications Industry Profile

### Companies

- The large wireless service providers operating in B.C. are Rogers, Telus, Shaw, and Bell.
- Of the Big 3 national wireless service providers, only Telus is headquartered in B.C.

**Table 1:** Key Telecommunications Companies

	Employees	Revenue	Wired subscribers	Wireless subscribers
<b>National Service Providers</b>				
Bell (BCE)	50,700	\$22.9B	8.9M	10.2M
Telus	78,100	\$15.5M	5.2M	10.7M
Rogers	23,500	\$13.9B	3.1M	10.9M
<b>Regional Service Provider</b>				
Shaw	9,500	\$5.4B	5.3M	1.8M

Source: Company annual reports.

- B.C. is home to 182 wired and wireless telecommunications carriers, including resellers and businesses that lease network capacity from the larger service providers.
  - The large businesses, with over 500 employees, include two of the three national service providers – Rogers and Telus – along with regional service provider Shaw, and Fido, which is a subsidiary owned by Rogers. These four companies account for all six businesses.
  - Telus Corporation owns three of the six companies noted in Statistics Canada's Business Register with over 500 employees. The number of employees in each subsidiary is unknown; however, Telus-owned divisions and subsidiaries based in B.C. are Telus Mobility, Telus TV, Telus Communications, and Koodo Mobile.
  - Shaw, Rogers Wireless, and Rogers' subsidiary Fido are the other three large companies.
- In B.C., Rogers and Shaw are primarily active in wired and wireless telecommunications. Rogers is also active in radio and television broadcasting (e.g., Sportsnet), telecommunications resellers, and data processing and hosting. See **Appendix 1** for background information on Shaw and Rogers.

**Table 2:** B.C. Business Counts by Workforce Size (Businesses with Employees)

Industry	<100 employees	100-499 employees	500+ employees	Total
Wired & wireless telecommunications carriers	164	12	6	182
Radio & television broadcasting	125	3	0	157
Telecommunications resellers	417	1	0	418
Data processing & hosting services	163	8	0	171

Source: Statistics Canada's Business Register June 2020 – prepared by BC Stats.

#### GDP, Employment and Wages

- B.C. has the third largest telecommunications sector in Canada, by GDP and employment.
- In 2019, B.C.'s telecommunications industry contributed \$5.24 billion (2.1%) to provincial GDP and directly employed 18,900 people.
- Between 2017 and 2019, telecommunications employment in B.C. increased by 20% (+3,200). Nationally, telecommunications employment decreased by 8% (-10,700) over the same period.<sup>1</sup>
- On average, these jobs provide 35 hours of work per week and are paid at an hourly rate of \$46.79, compared to \$37.91 across all industries.

#### Economic Interlinkages

- B.C.'s telecommunications industry has many economic linkages – from backward linkages in supplier industries to forward linkages to almost all consumers and businesses.

**Table 3:** Telecommunications Industry Economic Impacts, B.C.

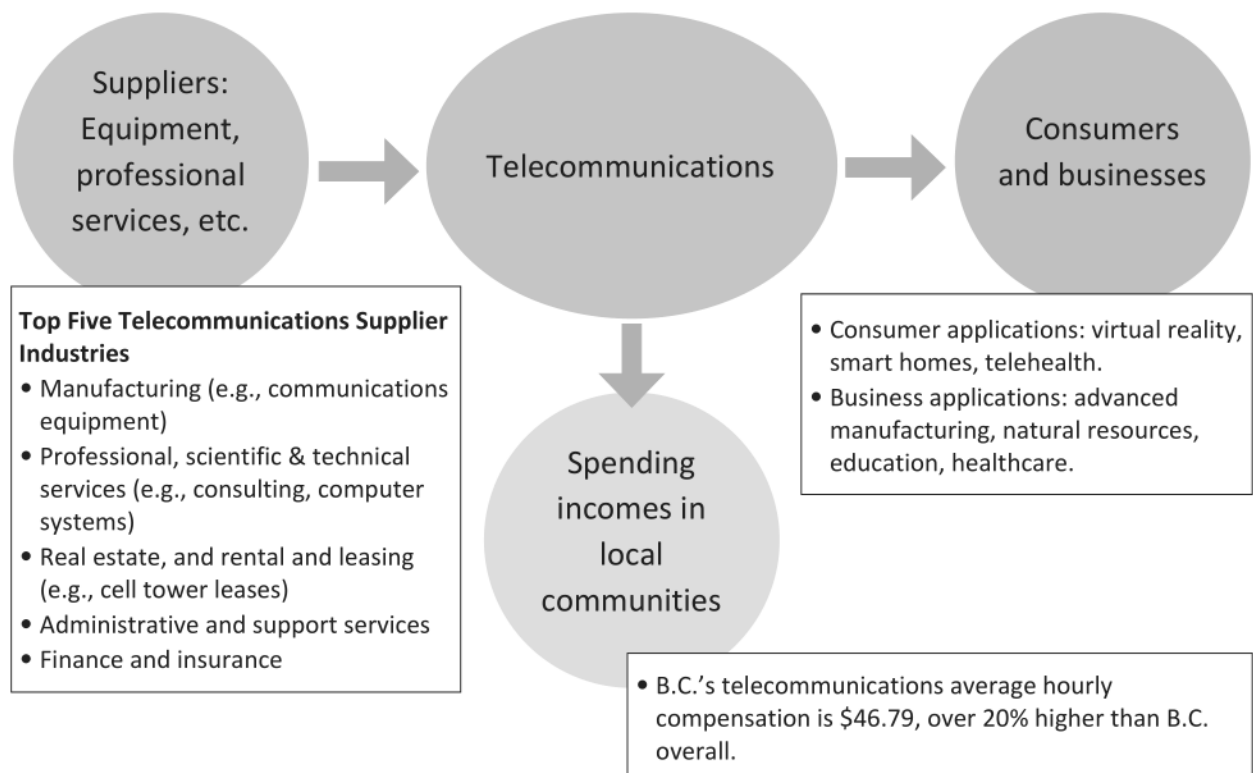
	Direct	Indirect (i.e., suppliers)	Total Impacts
<b>GDP</b> (in billions, current \$)	5.24	1.23	6.47
<b>Employment</b>	18,900	11,400	30,300

Sources: Statistics Canada. Table 36-10-0595-01 Input-output multipliers, provincial and territorial, detail level  
Statistics Canada. Table 14-10-0202-01 Employment by industry, annual.

- As shown in the diagram below, the highly connected nature of the telecommunications ecosystem means that corporate decisions in the telecommunications industry have the potential to create knock-on effects among supplier industries.<sup>s.13</sup>

s.13

<sup>1</sup> 2019 is the latest telecommunications employment data available from Statistics Canada's Survey of Employment, Payroll and Hours (SEPH). The 2020 findings of SEPH are scheduled to be released on March 30, 2021.



- Manufacturing companies, like Nokia and Sierra Wireless, supply network infrastructure and other communications equipment used by service providers like Rogers and Shaw.
- New projects, like 5G deployment, generate activity in a range of supplier industries, including professional, scientific, and technical services; administrative support services; real estate, and rental and leasing; and, finance and insurance.

Telecommunications is ubiquitous; forward linkages to consumers and businesses include:

- Recent and emerging applications such as smart homes, telehealth, online learning and advanced manufacturing.
- As a large employer providing well-paying jobs in communities across the province, the industry also provides incomes that drive consumer spending on housing, groceries, etc.

### Community Snapshot

Both Rogers and Shaw have made recent investments in B.C. communities.

#### Shaw

- In fiscal 2020, Shaw, in collaboration with Teck Resources Limited and NOKIA, deployed Canada's first private LTE network using commercial mobile spectrum at Teck's Elkview steelmaking coal mine located in the Elk Valley region. The wireless network will carry many

of Teck's current mission critical applications and is built to also enable future Internet-of-things (IoT) and 5G requirements.

- Fibre network construction is currently underway to extend Shaw's northern network from Prince George to North Vancouver in collaboration with the provincial government's *Connecting British Columbia* program and the federal government's *Connect to Innovate* program.

#### Rogers

- In 2020, Rogers partnered with UBC-Okanagan to launch Canada's first 5G smart city in Kelowna.
- In March 2021, Metis Nation British Columbia (MNBC) and Rogers announced that they are partnering to provide wireless connectivity, services and support to over 340 Metis businesses and communities in B.C.
- In February 2021, Rogers announced expansion of its network to more rural communities in B.C., leveraging funding from the *Connecting British Columbia* program. Twenty-nine cellular towers were upgraded to improve cellular coverage and broadband services to 52 communities in the Okanagan, Cariboo, Central and Northern B.C. and on Vancouver Island.

#### **Economic Implications of the Acquisition for B.C.**

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See **Appendix 2** for background information on Rogers' commitments to Western Canada as part of the acquisition deal.



## Appendix 1: Company Backgrounds

**Table 4:** Corporate Profiles of the Big 3 and Shaw

	<b>Bell (BCE)</b>	<b>Rogers</b>	<b>Telus</b>	<b>Shaw</b>
<b>Headquarters</b>	Montreal	Toronto	Vancouver	Calgary
<b>Geographic Coverage</b>	National	National	National	Western Canada + Northern Ontario
<b>Employees</b>	50,700	23,500	78,100	9,500
<b>Business lines</b>				
Wireless	✓	✓	✓	✓
Wired	✓	✓	✓	✓
Other, e.g., Sportsnet, TELUS Health	✓	✓	✓	✗
<b>Annual revenue and % share</b>	<b>\$22.9B (100.0%)</b>	<b>\$13.9B (100.0%)</b>	<b>\$15.5B (100.0%)</b>	<b>\$5.4B (100.0%)</b>
Wireless	\$8.7B (37.9%)	\$8.5B (61.2%)	\$8.0B (51.6%)	\$1.2B (21.6%)
Wired	\$12.2B (53.3%)	\$3.9B (28.4%)	\$7.5B (48.4%)	\$4.2B (78.4%)
Other	\$2.0B (8.9%)	\$1.6B (11.5%)	n.a.	n.a.
<b>Wireless subscribers</b>	10.2M	10.9M	10.7M	1.8M
<b>Wired subscribers</b>	8.9M	3.1M	5.2M	5.3M

Source: Annual reports.

**Table 5:** Historical employment at Rogers and Shaw, 2015-2020

<b>Year</b>	<b>Rogers</b>	<b>Shaw</b>
2015	26,000	14,000
2016	25,200	14,000
2017	24,500	14,000
2018	26,100	10,000
2019	25,300	10,000
2020	23,500	9,500

Source: Annual reports.

#### Shaw Communications Inc.

- Shaw is a mostly family-owned business, which started as a cable company in Edmonton in the 1960s. Today, the company directly employs 9,500 people across Western Canada.
- In 2016, Shaw acquired Freedom Mobile and entered the wireless market. In 2019, Freedom Mobile was the first company in Canada to launch unlimited data plans, disrupting the wireless market by offering consumers a more affordable option to overage fees. In 2020, Shaw expanded its wireless services with the launch of Shaw Mobile in B.C. and Alberta and added over 160,000 wireless subscribers for a total of over 1.8 million wireless subscribers.
- Overall, Shaw's revenue grew by 1.3% in 2020:
  - Wireless revenue grew by approximately 17.4% to over \$815 million, accounting for 22% of total revenue.
  - Traditional wired services (e.g., cable television, broadband internet) totalled \$4.22 billion and accounted for 78% of Shaw's total business revenue in 2020.
- Despite wireless services' smaller proportion of total revenue, media analysts have speculated that Shaw's growth in the wireless market is driving the acquisition.

#### Rogers Communications Inc.

- Rogers is a family-founded, family-controlled company, which was started in 1960 and has its headquarters in Toronto, Ontario. The company directly employs approximately 23,500 people across Canada. Total compensation for employees amounted to \$1.847 billion in 2020.
- Business lines include wireless and wired telecommunications services, as well as a broad portfolio of media properties and sports teams (e.g., Sportsnet, Toronto Blue Jays).
- In 2020, Rogers' total revenue decreased by 7.7%:
  - Wireless revenue decreased by 7.8% for a total of \$8.53 billion. Wireless accounted for 61.3% of Rogers total revenue.
  - Wired (cable) revenue totalled \$3.95 billion in 2020, accounting for 28.4% of Rogers total revenue.
  - Media revenue decreased by 22.5% for a total of \$1.61 billion in 2020. Media represents 11.5% of Rogers' total revenue.
- Rogers is Canada's largest provider of wireless services, with over 10.9 million wireless subscribers and 31% share of Canada's wireless market. The impact of COVID-19 and wireless market disruption related to Shaw's Freedom Mobile unlimited data plans resulted in decreased revenue from international roaming and data overage.
- The company has positioned itself as Canada's leading 5G provider. Their 5G network currently covers more than 170 communities, including Toronto, Montreal, and Vancouver.

## Appendix 2: Transaction Details

- On March 15, 2021, Rogers Communications Inc. announced plans to acquire Shaw Communications Inc. in a transaction valued at approximately \$26 billion.
- The transaction is not subject to a financing condition as Rogers has already secured committed debt financing; however, the deal is subject to federal regulatory approval by the Canadian Radio-television and Telecommunications Commission, Ministry of Innovation, Science and Economic Development, and the Competition Bureau.
- In a news release, Rogers committed to:
  - Create a regional head office in Calgary and up to 3,000 net new jobs across Western Canada. Alberta Premier Jason Kenney has indicated that approximately 1,800 of these jobs will be in Alberta, including the President of Western Operations and other senior roles.
  - Establish a new National Centre of Technology and Engineering Excellence, located at the University of Calgary, which will drive R&D innovation and support business development. Approximately 500 of the 1,800 jobs for Alberta will be located at the research centre. The remaining 1,200 jobs are expected to be created in B.C., Saskatchewan, and Manitoba.
  - Invest \$2.5 billion in 5G networks across Western Canada over the next five years.
  - Establish a new \$1 billion Rogers Rural and Indigenous Connectivity Fund to connect rural, remote, and Indigenous communities across Western Canada to high-speed internet and to close connectivity gaps for underserved areas.
  - Consult with Indigenous communities to create Indigenous-owned and operated Internet Service Providers that leverage Rogers networks and capabilities.