

Fiscal 2013 Corporate Responsibility Report



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Cautionary Note Regarding Forward-Looking Statements

The 2013 Corporate Responsibility Report contains forward-looking statements within the meaning of the of the U.S. Private Securities Litigation Reform Act of 1995 and applicable Canadian securities laws. When used herein, words such as "expect", "anticipate", "estimate", "may", "will", "should", "intend", "believe", and similar expressions, are intended to identify forward-looking statements. Forward-looking statements are based on estimates and assumptions made by BlackBerry Limited (BlackBerry) in light of its experience and its perception of historical trends, current conditions and expected future developments, as well as other factors that BlackBerry believes are appropriate in the circumstances. Many factors could cause BlackBerry's actual results, performance or achievements to differ materially from those expressed or implied by the forward-looking statements, including those described in the "Risk Factors" section of BlackBerry's Annual Information Form, which is included in its Annual Report on Form 40-F and those factors described in the "Cautionary Note Regarding Forward-Looking Statements" section of BlackBerry's MD&A (copies of which filings may be obtained at www.sedar.com or www.sec.gov). These factors should be considered carefully, and readers should not place undue reliance on BlackBerry's forward-looking statements. BlackBerry has no intention and undertakes no obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by law.

CEO Message

Dear Stakeholders,

Since the establishment of BlackBerry® products and services in 1999, we have changed the way millions of people around the world stay connected. We believe that technology is critical for business and important to the human experience, but that it has the power to improve lives and build thriving communities as well.

With this year's launch of BlackBerry® 10, we have initiated a significant transformation of our company. Not only did we introduce a re-designed, re-engineered and re-invented platform, but we introduced an exciting new mobile experience to our global community of BlackBerry users. We also adopted a new name for the organization. Our refreshed company name – BlackBerry Limited – leverages the heritage of our brand, which for more than a decade has steadily kept people and businesses moving in our ever growing and rapidly evolving global economy.

While we continued to transform our company in 2013, we also remained dedicated to our corporate responsibility initiatives, which are focused on four key areas: **community, environment, people** and **ethics**. Today, we support projects that bring people together, encourage innovation and entrepreneurship, deliver critical goods and services, improve education, and create economic opportunities for communities around the world.

Additionally, we recognize that our responsibility stretches beyond our walls, and thus we are committed to working with our business partners in an ethical manner that respects the environment, our employees, and the communities in which we operate.

I encourage you to read our 2013 Corporate Responsibility Report to learn about the ways that our people and products have made an impact around the world. And as we take this time to reflect on our hard work in the past year, we also have the opportunity to plan for a future in which the new BlackBerry does its part to make the world a better place for everyone. Like our business, our corporate responsibility program will continue to transform as we embark to strategically align our programs and business with the needs and requirements of users around the world.

I invite you to share your thoughts on our corporate responsibility efforts this year and look forward to sharing our company's journey ahead with you.



Thorsten Heins
President and CEO

12 November, 2013

Corporate Responsibility at BlackBerry

BlackBerry is committed to responsible corporate citizenship and continues to focus activities on four strategic areas within corporate responsibility: community, environment, people and ethics. For the most up-to-date information, please visit <http://ca.blackberry.com/company/about-us/corporate-responsibility.html>.

Community: BlackBerry seeks to make a positive social impact by engaging with community organizations and working towards making our products and services accessible to meet the needs of individuals of all abilities. In fiscal 2013, BlackBerry employees volunteered more than 15,000 hours and donated to 436 organizations around the world.

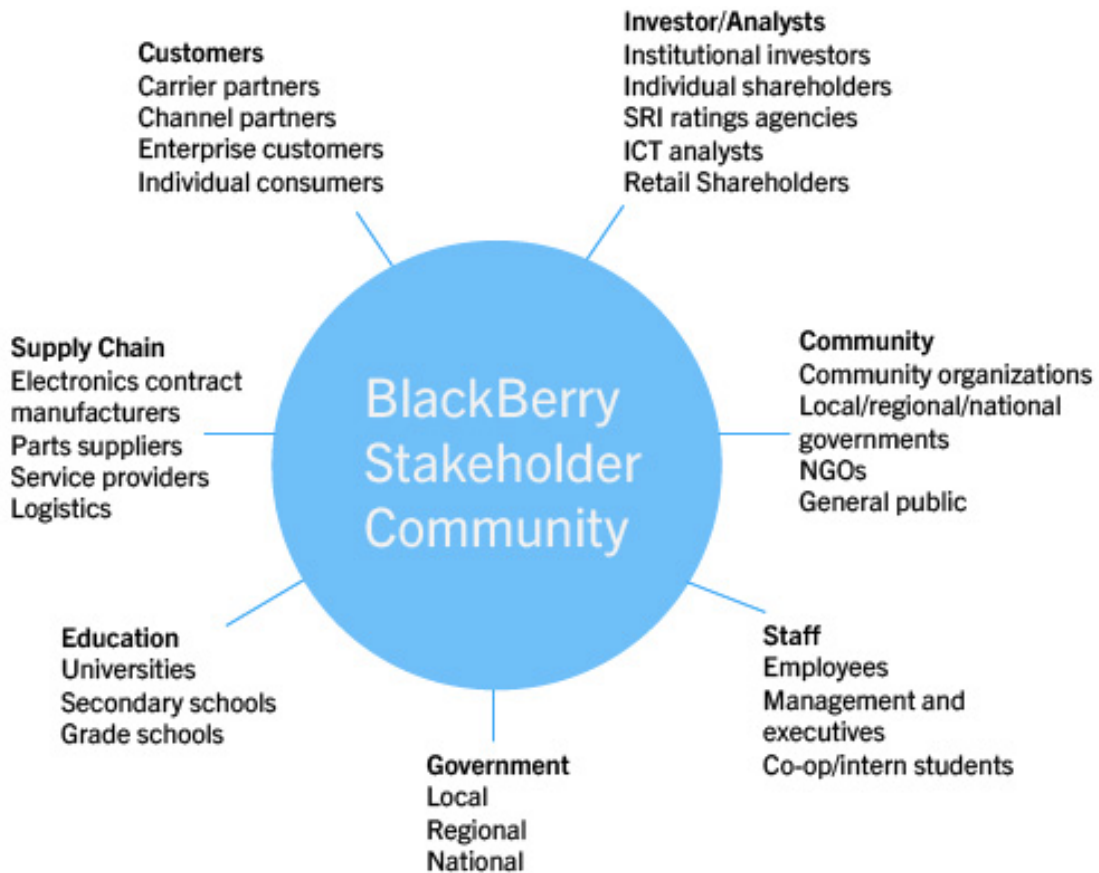
Environment: BlackBerry seeks to reduce our environmental impact by making more sustainable products, improving the efficiency of our operations and understanding our corporate carbon footprint. In fiscal 2013, we made great strides in our supplier assessment program and took our first steps towards measuring the environmental impact of our supply chain, focusing on the management of energy and water resources. We also made a firm commitment to not support the use of minerals that are illegally mined, transported or traded.

People: BlackBerry believes in the collective power of our employees and is committed to providing a healthy and safe work environment. In addition, we believe in nurturing the next generation of talent and fostering science, technology, engineering and math (STEM) education programs that encourage students to pursue a career in science and technology, helping to further innovation in the years to come.

Ethics: BlackBerry is committed to ethical operations through responsible supply chain management, a diverse supply base, strong corporate governance and active participation on important industry issues.

BlackBerry Stakeholder Community

BlackBerry collaborates with teams across the organization to identify its stakeholder groups. We review this list annually to ensure we are reaching a broad spectrum of stakeholders who can contribute to the direction of our Corporate Responsibility initiatives.



About This Report

The 2013 Corporate Responsibility Report highlights our sustainability initiatives for fiscal 2013, which ran from March 4, 2012, to March 2, 2013. Unless otherwise stated, the data was measured in fiscal 2013 and all currency values are reported in U.S. dollars. Employees at BlackBerry subsidiaries that have been integrated into our systems are included in employee indicators.

Focused Measurement

BlackBerry uses the Global Reporting Initiative (GRI) framework to measure and report on corporate responsibility performance. The GRI Index for fiscal 2013 indicators is located on page 30 of this report.

Ernst & Young LLP conducted a limited assurance review of four GRI indicators and three internally defined indicators. The assurance letter appears in Appendix A.

BlackBerry performed a review of corporate responsibility areas using the Global e-Sustainability Initiative (GeSI) methodology to determine areas of focus for the fiscal 2013 report. The GeSI methodology ranks the key areas of interest against influence on business success and the level of importance to stakeholders.

Based on the review and in line with our fiscal 2012 report, this report will focus on the following four pillars of Corporate Responsibility at BlackBerry: Community, Environment, People and Ethics.

BlackBerry's Corporate Responsibility group welcomes comments and questions from stakeholders at corporateresponsibility@blackberry.com.

Community

Accessibility

In January 2013, BlackBerry launched its new BlackBerry 10 mobile computing platform, which includes several accessibility features for customers with and without disabilities, including a dedicated Accessibility Menu, BlackBerry Magnify, scalable fonts up to 18pt, hearing aid compatibility for select models, face-to-face video chat through BBM™ Video, and more. BlackBerry believes people of all abilities should benefit from mobile communications, and we strive to make our products and services accessible to meet the needs of all individuals.

BlackBerry continues to support customers using legacy versions of BlackBerry OS. In fiscal 2013, BlackBerry launched BlackBerry Screen Reader, a free software application for select BlackBerry Curve™ smartphone models. BlackBerry Screen Reader helps customers who are blind or visually impaired operate their BlackBerry smartphone by providing an audible output based on visual information displayed on a BlackBerry smartphone. BlackBerry Screen Reader can be downloaded at www.blackberry.com/screenreader.

Learn more about BlackBerry accessibility at www.blackberry.com/accessibility.

Corporate Citizenship

STEM Education

BlackBerry makes investments in the areas of science, technology, engineering and math (STEM) to inspire the next generation of technical minds. In fiscal 2013, BlackBerry continued to play an active role by deepening our partnerships with Junior Achievement, Apps for Good, the Canada Wide Science Fair, FIRST Robotics, and others to advance the STEM agenda.

Junior Achievement Youth Enterprise Innovation Camps

BlackBerry's Junior Achievement (JA) program expanded to 14 countries around the world, engaging over 1,000 youth and nearly 60 employees. As part of our commitment to STEM, BlackBerry partnered with [JA-YE Europe](#), Europe's largest provider of entrepreneurship education programs. Our partnership has supported the facilitation of one-day STEM Innovation camps, which have provided real-life technology-based business challenges for students to tackle with employee volunteers.

An employee volunteer from Italy explained: "It was a fantastic experience, seeing how these young people were so engaged and energized. They loved to learn about BlackBerry and were able to use their creative skills to come up with some brilliant innovations. And for me personally, I really enjoyed being able to play my part in helping guide these students and see them gain confidence and get excited about innovation for the future."

Apps for Good

In fiscal 2013, BlackBerry formed a partnership with Apps for Good, a UK charity program that aims to increase the entrepreneurial skills and confidence of the nation's youth, while igniting a passion to use mobile technology for social good. Over 1,200 students took part in the program throughout the year, working side-by-side with BlackBerry developers to create apps that tackle real world problems. The program culminated in the Apps for Good Awards 2012 where the students pitched their app ideas to business representatives. The winning idea selected by the judges was "Mapp Your Way," an app initially designed to integrate with school timetables and direct students to the correct location for each class. Future design plans would expand the application's use in hospitals, libraries etc. "Mapp Your Way" is currently available for download in BlackBerry World.

Youth Sciences Canada & the 2012 Canada-wide Science Fair

BlackBerry was a proud sponsor of Youth Sciences Canada's program to empower the nation's brightest young scientists to discover the next groundbreaking innovation at the 2012 Canada-wide Science Fair. This annual event brought together over 500 students who competed for numerous awards in Charlottetown PEI. BlackBerry supported this initiative with employee volunteers, judges, and BlackBerry PlayBook™ tablets for Gold award winners.

FIRST Robotics Competition (FRC)

Since 2004, BlackBerry has been involved with FIRST® Robotics Competition (FRC®) Waterloo. In 2012, BlackBerry increased its investment, becoming a Platinum Sponsor and supporting two Canadian teams at the competition. FRC has a mission to inspire students to be science and technology leaders by engaging them in exciting mentor-based programs that build STEM skills and foster well-rounded life capabilities. 700 students, supported by BlackBerry volunteers engaged in this year's fierce competition to build robots that could accomplish challenging physical tasks.

BlackBerry looks to align its involvement in education to the overall corporate Marketing programs put forth in the coming year and create a larger impact in top tier priority education regions.

Proud2Be

BlackBerry continues to play an active role in community organizations, chambers of commerce, technology associations and economic business groups. BlackBerry encourages employees to contribute to our communities through Proud2Be, our signature volunteer and giving program. In fiscal 2013, Proud2Be supported:

- **Grant Program**, an opportunity for active volunteers and fundraisers to be rewarded for their efforts. This past calendar year, employees donated to 436 organizations around the world totaling \$186,000, and volunteered more than 15,500 hours of personal and corporate time.
- **Give Your Way**, a payroll donation program that resulted in employees donating nearly \$187,000 to 179 charities.

- **Spreading Cheer Program**, a call to action for employees near the holiday season, which achieved our highest employee participation while benefiting 27 charities in countries around the world.

Free The Children

BlackBerry further developed its relationship with Free The Children in fiscal 2013. Free The Children works to break down the barriers that hold children back from achieving their full potential. BlackBerry is heavily involved with two of Free The Children's programs, Build a Village and We Day.

BlackBerry Build a Village Awards

Going into its second year, the [BlackBerry Build A Village Awards program](#) sent 50 students to India and Kenya in July and August 2012. These students helped provide access to basic needs in the context of Free The Children's four pillars of community development: healthcare, water and sanitation, education, and alternative incomes. They also had the opportunity to see the development projects that last year's award recipients completed, including the schools and classrooms that are now open and the water and sanitation stations which are so vital to improving the quality of life in Eor Ewuaso, Kenya and Bagad, India.

The school which previous award recipients helped build in Eor Ewuaso was honoured by Free The Children with several academic achievements. More than 1,000 students, teachers and parents attended the awards ceremony which celebrated achievements from the previous year with awards in eighteen categories. The school in Eor Ewuaso won eight awards, including best school overall.

We Day Waterloo

The third annual [We Day Waterloo](#) took place on Wednesday, November 14, 2012. Close to 7,500 students from throughout southwestern Ontario gathered together to experience an event like no other. Free the Children co-founders, motivational speakers, and celebrity guests helped rally these young people to take on leadership roles in their communities.

With Mission Measurement, Free The Children was able to capture unprecedented insight into the impact of our most recent We Day Waterloo upon students, educators, and their schools. Highlights include:

- 97% of students believed they could make a meaningful difference, up from 66% last year
- 85% of students felt more educated about social justice issues
- 96% of students planned to lead or play an active role in a social justice initiative
- More than half of the educators in the audience returned to their schools with a renewed sense of purpose and enthusiasm for teaching

University Relations

BlackBerry supports the efforts of post-secondary academic institutions and works with them to strengthen their resources and abilities to educate and innovate.

This support takes a number of forms, including:

Providing the latest curriculum resources to help universities build and teach mobile education programs.

Through the BlackBerry Academic Program, universities from around the world can download free curriculums

on a variety of mobile development topics, helping them create courses to educate and train the next generation of application developers. It is a program that has helped a number of universities globally, including Silesian University of Technology in Poland; Canadore College in Canada and Gordon College in the Philippines.

Inspiring student developers through hands-on learning. It is one thing to develop an application on a desktop emulator and it is quite another to demonstrate the power of that application on a BlackBerry device. In fiscal 2013, we donated 950 BlackBerry devices to academic institutions using the BlackBerry Academic Program so that students could bring their ideas to life – right in the palm of their hands.

Supporting the innovation ecosystem through education. The BlackBerry Innovation Center, located at Institut Teknologi Bandung (ITB) in Bandung, Indonesia, is delivering a host of education and research programs focused on mobile application development. The ultimate goal of the BlackBerry Innovation Center is to accelerate the mobile computing industry in Indonesia by providing ITB students with the skills, education, and experience they need to get jobs and build businesses in the sector.

BlackBerry's five-year support for the Center commenced in October 2012 with the opening of a refurbished 100m² computing facility and the announcement of scholarship support for 30 students (at Graduate, Masters and Doctoral level) to pursue programs of research and training in mobile computing.

Scholarship recipients have their tuition fees paid and also benefit from a research bursary for their period of study at the BlackBerry Innovation Center. Many of the students are also equipped with a laptop computer and a BlackBerry smartphone to promote mobile learning.

Each scholar receives in-depth training on the BlackBerry development environment, helping prepare them to undertake a research project spanning one to three years in length. Students are harnessing the power of the BlackBerry 10 platform to deliver mobile solutions to address some of the biggest technological and societal challenges faced today and to contribute towards building a Smart Society. Concepts and prototype technologies are emerging across mobile healthcare, transport, education, energy and others fields.

Providing funding and partnership to academic institutions working on problems of mutual interest.

Universities have a dual role: they not only educate, but they also expand the scope of knowledge through research. When students are engaged in cutting-edge research projects, education and innovation happen simultaneously. Not only do these projects support the next generation of scientists and engineers, they also generate new knowledge that expands what can be done in the world of wireless devices.

BlackBerry continues to support innovative research by teams of faculty and students in universities across North America, Europe and Asia, including the University of Waterloo, McMaster, Carleton and McGill in Canada; the Royal College of Art and Design in the UK, the MIT Media Lab in Cambridge, MA, a number of Dallas-area universities and several universities in China.

Environment

Product Sustainability

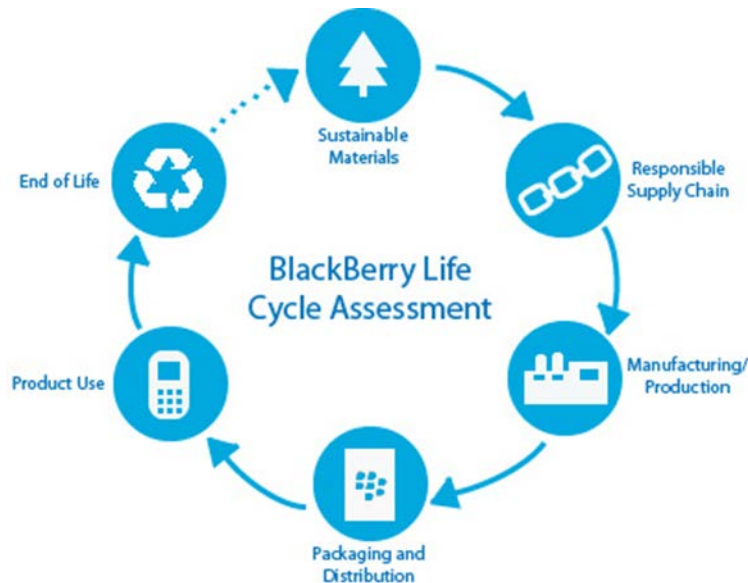
BlackBerry is committed to reducing our environmental impact. Our work is visible throughout the entire lifecycle of our products—from initial concept to final delivery.

Promoting a Greener Lifestyle

BlackBerry products and services include best-in-class productivity tools, including smartphones and professional-grade tablets. Mobile computing features such as e-mail and other messaging services, video conferencing, and on-line collaboration tools can significantly reduce the need for business travel and thereby reduce the emissions associated with car, rail or air transportation. This can also allow for more home-office workers, reducing the number of work stations needed in an office – ultimately helping businesses and individuals reduce their Greenhouse Gas Emissions (GHG) emissions.

Lifecycle Analysis

BlackBerry takes a holistic approach to sustainability and looks at where we can reduce our environmental footprint at each stage of the lifecycle of our products.



BlackBerry works with PE International, an experienced sustainability management consulting firm, to conduct comprehensive Life Cycle Assessment (LCA) studies on BlackBerry products. The assessments provide an in-depth view of each product's environmental impacts at every stage in its lifecycle, from the materials used in the product, to production and distribution, throughout its use, and at the end of its useful life. Results from the LCA studies help BlackBerry identify what we are doing well and opportunities to continue to lessen our environmental impacts. The LCA findings are also useful for identifying areas that have the highest impact on the environment, helping us make informed decisions about where to focus our efforts for improvement.

The following charts show the relative greenhouse gas (GHG) emissions and primary energy demand of the BlackBerry Bold 9900 smartphone during the various stages of the product lifecycle (based on 36 months of use).

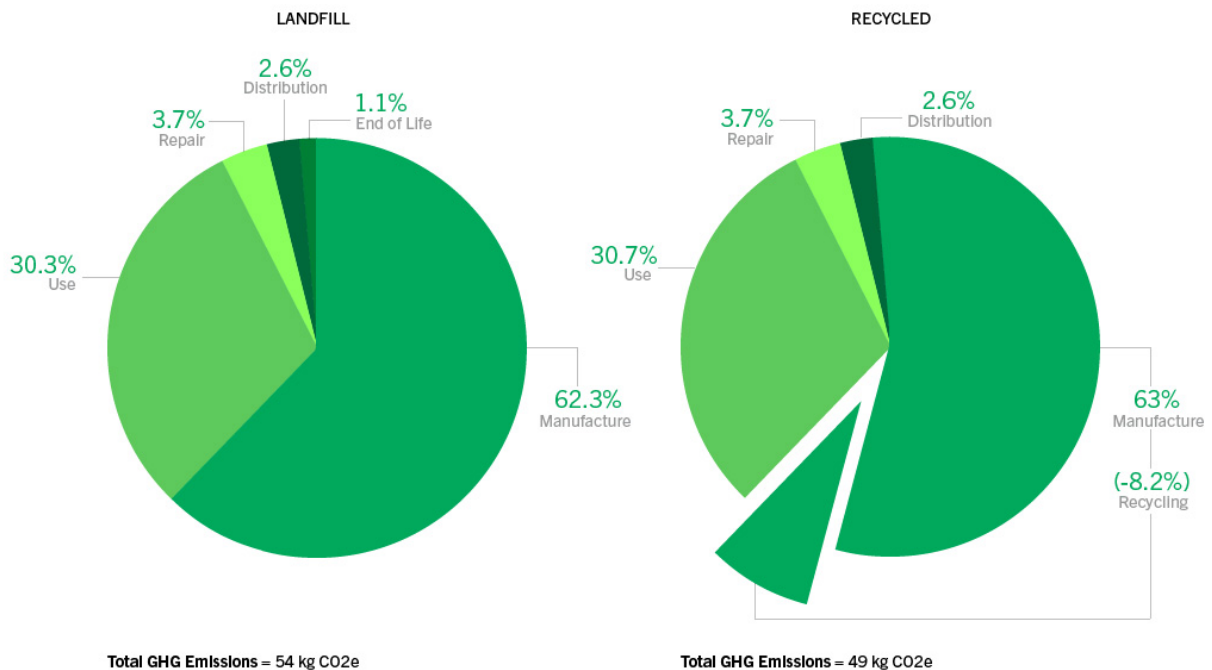
Estimated greenhouse gas emissions: BlackBerry Bold 9900 smartphone total greenhouse gas emissions:

- If disposed of in landfill: **54 kg CO₂ equivalent**
- If recycled: **49 kg CO₂ equivalent**. Recycling the device reduces the total GHG impact by 5 kg CO₂ equivalent per device.

Estimated primary energy demand: BlackBerry Bold 9900 smartphone total primary energy demand:

- If disposed of in landfill: **822 MJ**
- If recycled: **763 MJ**. Recycling the device reduces the total energy required by 59 MJ per device.

Estimated Greenhouse Gas Emissions: BlackBerry Bold 9900 Smartphone



The manufacturing phase encompasses environmental impacts associated with gathering raw materials, fashioning these materials into electronic parts and assembling these parts into the final product. It is typical for electronics to have the greatest impact in this phase due to the sophisticated processes required to manufacture many electronic components such as silicon chips, memory and circuit boards.

The consumer use phase typically has a relatively high environmental impact because of regular daily charging cycles required over the course of a product’s life, which was estimated to be three years in this study based on the length of a typical service contract. BlackBerry helps customers reduce their energy use by focusing on power management to increase the energy efficiency of products and accessories.

The transport phase encompasses environmental impacts associated with transporting a product from the factory to the retail store. Efficient logistics and small, lightweight packaging help to reduce our products' impacts in this phase.

The end-of-life phase offsets the product's total environmental impacts. This phase represents the benefits gained if the device is returned and recycled using the best available recycling technologies. BlackBerry devices are designed to ensure that recyclers can extract as much value from old devices as possible and maximize the quantity of material that can be reused.

Sustainable at the Source

BlackBerry carefully selects the materials we put into our products, taking into consideration durability and performance, as well as environmental impacts. BlackBerry recognizes that certain substances can have adverse effects on human health or the environment, and we do not use any substances that are not compliant with the European Union's Restriction of Hazardous Substances (RoHS) Directive. Our materials policy includes abiding by an internally generated list of restricted substances adapted from the Joint Industry Guide – Materials Composition Declaration for Electrotechnical Products, published by the Consumer Electronics Association and from various regulatory bodies. To help further enhance our ability to track what goes into our BlackBerry smartphones, we started drafting a BlackBerry Policy for Control of Substances in Products in fiscal 2013 with the goal to publish the policy in fiscal 2014.

In fiscal 2013, BlackBerry started work to eliminate the use of polyvinyl chloride (PVC), brominated flame retardants (BFRs) and all phthalates in BlackBerry products. We made a commitment to achieve these objectives by the end of calendar year 2013. This fiscal year, we also started an extensive review of our supply chain to investigate our use of antimony trioxide with the goal to eliminate the use of this compound by the end of calendar year 2014.

BlackBerry is a member of several international industry committees [including the International Electrochemical Commission (IEC), the Information Technology Association of Canada (ITAC), and the Association Connecting Electronics Industries (IPC), that address some of the challenges associated with green chemistry regulations and help to raise awareness of issues within the information and communications technology industry. Through these committees, BlackBerry helped to develop test methods for regulations such as the European Union's RoHS and the Registration, Evaluation, Authorisation and Restriction of Chemicals ("REACH") and the Canadian government's Chemicals Management Plan.

It's More Than Just a Box

BlackBerry packaging is designed with both sustainability and quality in mind. Durable packaging helps ensure that the product is not damaged on its journey from the factory to the customer. BlackBerry packaging also goes through a rigorous testing process where it is dropped, baked, frozen and shaken according to the international standard, International Safe Transit Association (ISTA) 2A.

In fiscal 2013, BlackBerry eliminated petroleum based inks from all new product packaging. In addition, all new smartphones shipped since June 2012 were shipped with 100% fiber-based packaging that can be fully and easily recycled by the customer.

With the introduction of BlackBerry 10, we further reduced documentation shipped with the box and introduced a new tray made of baggase fiber. Baggase is environmentally safe and 100% biodegradable and recyclable.

Energy Efficient Devices

We continue to emphasize energy efficiency during the design process and as a result, we introduced adjustable settings. Users can effectively maximize battery life manually by modifying settings for the smartphone screen backlight, browser, camera and network connections in the BlackBerry OS.

In fiscal 2013, we also introduced two new ways of maximizing the battery life of BlackBerry smartphones running BlackBerry OS 7.1. The first is a service called the BlackBerry Application Resource Monitor. The service is designed to help extend battery life on BlackBerry smartphones by closing applications that are using intensive resources leading to noticeable battery drain. The second is a feature called Battery Saving Mode, a service that extends remaining battery life for the user by automatically adjusting device settings. Extending battery life means fewer charging cycles, which is convenient for users and decreases the smartphone's overall power usage throughout its lifecycle.

Longer-Lasting Devices

Using electronics for a longer period of time helps reduce the environmental impact of these products. Longer lifecycles mean that fewer products are manufactured and consumed over time, reducing the GHG emissions associated with manufacturing as well as the amount of accumulated e-waste. BlackBerry smartphones are built to last, and we have several initiatives in place to extend the life of BlackBerry products.

Over-the-air software updates help to extend the product's useful life by providing additional features even after the device is purchased. For example, customers who purchased a BlackBerry Z10 smartphone were able to later upgrade the BlackBerry 10 OS to BlackBerry 10.1 to enjoy new features such as extended battery life and advanced camera abilities.

BlackBerry devices are designed to be as easily repaired as possible, containing many modular parts that professional repair facilities can easily swap out. BlackBerry has a global network of repair centers to conduct basic and advanced repairs. If a module is damaged, BlackBerry's Part Recovery initiative aims to recover these modules by replacing the damaged part of the module and reinject the module back into the parts network. Since this initiative was introduced in 2012, it has deferred approximately 142 metric tonnes of scrap parts from landfills through the avoidance of scrapping the complete module.

BlackBerry products are also often passed from one user to the next after repair and refurbishment and a full secure data wipe to ensure that no data from the previous user will remain on the device.

Recycling

Responsible companies facilitate the recycling of their products once it has reached the end of their useful life. BlackBerry provides its recyclers with instructions on how best to dismantle and recycle a BlackBerry smartphone to maximize recovery of material and avoid exposure to any hazardous substances. All devices are designed to be easily disassembled with standard tools and all plastic parts are labeled with a type of resin used to ease the recycling process.

In fiscal 2013, BlackBerry continued to offer a variety of options for customers to responsibly dispose of BlackBerry devices that have reached the end of their useful life. The BlackBerry Recycling Program enables customers in the U.S. to responsibly recycle BlackBerry smartphones, tablets and associated accessories. The BlackBerry Trade Up Program encourages customers to mail back their used devices by offering credits on the purchase of a new BlackBerry smartphone. Devices returned in good condition are refurbished and devices not suitable for resale are responsibly and safely recycled. Through these programs, over 380,000 BlackBerry smartphones have been collected in the U.S. and Canada from consumer and enterprise customers in calendar year 2012.

Corporate Carbon Footprint

Carbon Disclosure Project

BlackBerry has participated in the Carbon Disclosure Project (CDP) since 2009. CDP is an international, not-for-profit organization providing a system for companies to measure, disclose, manage and share emissions and climate change information. Since 2009, BlackBerry has annually disclosed and shared information about our GHG emissions.

BlackBerry's reporting is based on the Greenhouse Gas Protocol (GHG Protocol) and includes Scope 1, 2 and 3 emissions, as defined by the protocol. BlackBerry's CDP reports include all available data for BlackBerry operations worldwide.

- Scope 1 emissions: The total global direct emissions from sources owned or controlled by the reporting organization. For BlackBerry, this includes emissions associated with stationary fuel use, mobile fuel use, and refrigerant leaks (fugitive emissions).
- Scope 2 emissions: Indirect GHG emissions that the organization has caused through its consumption of energy in the form of electricity, heat, cooling or steam. For BlackBerry, this includes emissions associated with the purchase of electricity.
- Scope 3 emissions: Indirect emissions that arise as a consequence of an organization's activities from sources that are owned or controlled by others. For BlackBerry, this includes emissions associated with employee air travel, employee business vehicle rentals, employee expensed vehicle mileage, and employee business rail travel.

According to the GHG Protocol, a meaningful and consistent comparison of emissions over time requires that companies set a base year to compare current emissions against. For BlackBerry, the base year is currently calendar year 2008, the first year that we developed our emissions inventory. The following table summarizes BlackBerry's Scope 1 and Scope 2 emissions since 2008.

Table: GHG Emissions (tonnes CO2e) Annual Comparison

Emission Source	2008	2009	2010	2011	2012
Scope 1 Emissions	9,313	9,505	13,688	14,572	13,858
Scope 2 Emissions	27,620	32,801	50,180	78,871	69,166

BlackBerry is constantly improving data collection and management procedures each year to increase the certainty and accuracy of each new GHG inventory. We recently incorporated facilities and emission sources into the inventory, resulting in an increase in reported emissions. In addition, corporate growth since 2008 also contributed significantly to increased annual emissions. BlackBerry's emissions are expected to remain constant or slightly decrease due to an operations consolidation project currently underway.

For full copies of BlackBerry CDP reports, visit www.cdproject.net.

Supply Chain and the Environment

BlackBerry recognizes the importance of understanding the scale of our supply chain GHG emissions, from identifying where there may be opportunities for GHG reduction programs, to finding ways to increase supplier efficiency. BlackBerry collaborates with suppliers to ensure environmental strategies are in place, including resource reduction commitments and programs to achieve their targets.

In fiscal 2013, we took our first steps towards measuring the environmental impact of our supply chain, focusing on the management of energy and water resources. We requested our suppliers of product components and materials to complete a questionnaire through the Electronics Industry Citizenship Coalition (EICC) Carbon and Water Reporting System.

This initial exercise provided valuable information about the extent of carbon and water measurement. Among the 57% of suppliers that responded to the questionnaire:

- 91% reported Scope 1 and 2 data
- 13% reported Scope 3 data
- 68% have emissions reduction targets
- 6% reported using renewable energy
- 41% have a water strategy, plan or policy
- 20% have water reduction or reuse targets.

BlackBerry will use this information to help structure future programs.

In fiscal 2014, we will work with Trucost Ltd. to measure the natural capital dependence of our supply chain (80+% of total spend with suppliers), including both suppliers of product-related components and materials as well as indirect suppliers. This will help identify environmental areas in our supply chain to address.

Working with Industry to Address Climate Change

BlackBerry is involved with environmental standards development and government advocacy on a global scale, and works through leading industry and trade organizations to address climate change issues and

promote sustainability. BlackBerry receives notifications from key governments on consultations and other engagements both directly and through trade associations. We also attend workshops and meetings and provide consultation responses as appropriate.

BlackBerry continues to be an active participant in the following industry working groups focused on environmental sustainability:

- The International Telecommunications Union (ITU) focus group on information and communication technology (ICTs) and their impact on climate change
- The EICC and the Global e-Sustainability Initiative (GeSI) Extractives Work Group focused on sourcing conflict free metals
- The Information Technology Industry Council (ITI) Environment Leadership Council

Greenhouse Gas Emissions

BlackBerry is currently working on a comprehensive GHG, waste and water reduction strategy, and we continue to develop emissions tracking and data management processes across the organization. We use a GHG assessment of our operations as an internal benchmark to measure GHG improvements and reductions from year to year, and will use this information to establish reduction targets. BlackBerry plans to implement a corporate responsibility data management and reporting system in order to streamline the data collection and analysis processes for GHG tracking and reporting.

In order to limit the absolute growth and decrease the intensity of GHG emissions, BlackBerry is actively engaged in initiatives to increase the energy efficiency of our products, data centers and buildings. The GHG assessment of BlackBerry operations is used as an internal benchmark of our operations so we can measure improvements and changes from year to year.

Employee programs

BlackBerry recognizes that employee engagement is a powerful tool. BlackBerry employees are conscious of their individual environmental footprints and BlackBerry has various programs in place to get employees engaged with environmental initiatives.

Encouraging Environmental Dialogue at BlackBerry

Employees recognize opportunities to improve BlackBerry energy efficiency and reduce our carbon footprint and are encouraged to submit suggestions to central teams dedicated to corporate responsibility. These suggestions are shared with the appropriate teams who can review and implement these initiatives. Employees are also encouraged to participate in on-line discussions through internal blogs and forums, and to share tips on decreasing their personal carbon footprints through topics such as sustainable transportation, buying local food and energy reduction at home and work.

Earth Day

BlackBerry encourages employees to celebrate Earth Day each April. In the weeks leading up to Earth Day, employees share tips, stories, and ideas on various environmental themes. In fiscal 2013, select BlackBerry offices around the world hosted events to give employees the opportunity for hands-on learning, to share ideas

with each other in person and to meet local green vendors. Themes included sustainable transportation, eating local and how to be more energy efficient at the office and at home.

Electric Car Charging Stations

BlackBerry is part of the Sun Country Highway, the world's longest green highway project that has installed a new electric vehicle charging station at one of its Waterloo locations. The station is part of a network of more than 80 public access charging stations across Canada, spanning from St. John's, Newfoundland to Victoria, British Columbia. Being part of the world's longest green highway project means that anyone, including local residents and BlackBerry employees can drop by and take advantage of this charging station.

Corporate Operations

BlackBerry is committed to reducing the environmental impact of our day-to-day operations and has programs in place to address areas for improvement across our operations – in BlackBerry office buildings, data centers and IT facilities and we have initiatives related to energy efficiency, recycling and reducing the waste and use of paper.

Energy Efficient Buildings and Data Centers

Several initiatives are underway to improve the energy efficiency of building services. To control the amount of energy used, we monitor low-use and unoccupied areas and arrange automatic and manual scheduling to reduce lighting as well as heating, ventilation and air conditioning (HVAC) runtimes.

Certain BlackBerry data centers and other buildings are designed to meet Leadership in Energy and Environmental Design (LEED) specifications. LEED is an internationally recognized green building program. It provides building owners and operators with a framework for identifying and implementing practical and measurable green building design, construction, operations and maintenance solutions. One of these data centers, located in Southwestern Ontario focuses on the importance of being a sustainable site by making water efficiency, energy consumption, materials and indoor air quality front of mind in every aspect of the property's operations.

Paper Management

All paper materials are collected in secure terminals for shredding and recycling at most BlackBerry facilities around the world. Acceptable materials for the terminals include: paper, brochures, newspaper, boxboard, envelopes, magazines and books.

Paper Recycling Totals and the Environmental Benefits for Fiscal Year 2013



ISO 14001 Environmental Management System

The wireless handheld manufacture and repair services operations in Ontario are certified to the ISO 14001 standard. The ISO 14001 Environmental Management System (EMS) has helped us set emission reduction targets within the manufacturing and repair services operations. We plan to expand the scope of our current ISO 14001 EMS to research and development activities which will facilitate a structured approach to establishing formalized reduction targets across the organization.

Waste Management Program

Through ISO 14001, the company’s manufacturing facility in Waterloo, ON and repair services operations collect and track the following items as part of their diversion efforts: paper containing materials, co-mingled recyclables (plastic, metal and glass), organics, wood, metal, plastic film, production components, assembly gloves, foam and antistatic bags and e-waste recycling. In calendar 2012, these sites achieved a diversion rate of 85%.

Utility Management Program

BlackBerry established a utility management program according to the ISO 14001 EMS guidelines. In our manufacturing and repair services facilities, electrical, mechanical and building envelope systems were analyzed for potential energy savings. The analysis included efficiency of systems and procedures, potential for renewable technology implementation and current hydro, natural gas and water consumption data. As a result, we set targets to reduce hydro by 25% and natural gas by 60% by end of 2014, which we estimate will save 830 metric tons of CO2e per year.

Other Management Programs

ISO 27001 – Information Security Management System: BlackBerry continued to maintain compliance with ISO 27001 in fiscal 2013 and passed the semi-annual surveillance assessments in April, June and October, 2012, for Europe, the Middle East and Africa (EMEA) and North America. ISO 27001 provides a model for establishing an Information Security Management System (ISMS), which aligns people, resources and controls to create a series of measureable security practices for protecting information assets. BlackBerry uses BSI

Group, an independent and external company, to certify and validate that BlackBerry has an appropriate ISMS in place for the processes, systems, and infrastructure that support the BlackBerry services.

ISO 9001 – Quality Management System: Our quality management system (QMS) continued to be certified to ISO 9001 during fiscal 2013. Recertification audits were performed by accredited external auditors in March and April of 2013, in Waterloo as well as in a sampling of global locations. Process areas sampled during these audits included design, development, manufacturing, repair services, quality operations, customer technical support and BlackBerry network operations as well as physical infrastructure management and human resources. As a result, the BlackBerry's QMS was recertified in June 2013 to ISO 9001:2008 for another 3 year period.

People

BlackBerry believes in the collective power of our employees and is committed to providing a healthy and safe work environment.

Despite going through a cost optimization program in fiscal 2013, BlackBerry employees continued to work together to minimize the impact of the program. BlackBerry provided outplacement services and access to an assistance program to help employees impacted by the cost optimization program.

Healthy Employees Lead to a Healthy Business

BlackBerry encourages employees to lead healthy lifestyles at work and in their personal lives. The Healthy@BlackBerry Program continues to focus on engaging employees in a supportive work environment through learning workshops, an internal website with health promotion resources and seasonal flu prevention and smoke-free properties. BlackBerry also reimburses eligible fitness and healthy living related expenses.

BlackBerry works to build a safe workplace through several programs including contractor training, online workstation set up training and ergonomic services. In fiscal 2013, the ergonomics team at BlackBerry completed nearly 500 ergonomic assessments.

BlackBerry's Early and Safe Return to Work Program helped keep our lost time cases low, with a rate of 2.01. The program mitigates lost time by offering modified work and promotes early intervention to expedite recovery, which helps employees return to their regular jobs faster. While the lost time days did increase to 323 days in fiscal 2013 from 62 days in fiscal 2012, the total incident rate at BlackBerry decreased to 0.25 in fiscal 2013 from 0.52 in fiscal 2012.

Always Learning, Always Growing

BlackBerry is always looking to improve employee programs. The company has a robust learning portal to help employees understand their performance, focus on development and growth needs through individual development plans and take responsibility for their careers.

The career portal at BlackBerry provides employees with tools to identify development opportunities and prepare for career discussions with their managers. We continue to utilize our online performance management tool to facilitate the annual performance management cycle. More than 86% of employees submitted an appraisal of their fiscal 2013 accomplishments, down from 89% in fiscal 2012

Ethics

Risk and Compliance Management + BOD and Business Standards and Principles

BlackBerry is committed to ethical operations through responsible supply chain management, a diverse supply base, strong corporate governance and active participation on important issues.

The Board of Directors and the Business Standards and Principles

The BlackBerry Board of Directors, the various Board committees and their respective mandates and charters help to facilitate corporate governance at BlackBerry. The Board's management oversight role is also facilitated by the independence of the Board Chair as well as seven of eight Directors. In addition, the Audit and Risk Management Committee and the Compensation, Nomination and Governance Committee are comprised entirely of independent Directors. For more information on each of the company's Board of Directors, its mandate and the charters of its committees, visit

<http://ca.blackberry.com/company/investors/corporate-governance.html> Additional information on corporate governance practices at BlackBerry is set out in the disclosure of corporate governance practices in the BlackBerry Proxy Circular (Management Information Circular)

(http://ca.blackberry.com/content/dam/bbCompany/Desktop/Global/PDF/Investors/Governance/Blackberry_2013_Proxy_Circular.pdf) for its annual meeting of shareholders held on July 9, 2013.

BlackBerry created Business Standards and Principles to foster and maintain ethical behavior and integrity. Subject to the application of local laws, BlackBerry employees are expected to read, understand and comply with these standards and principles and apply them as they perform their daily work. The Business Standards and Principles documents are reviewed annually by an internal cross-functional team and updated as necessary with the approval of the Board of Directors. Any changes to the Business Standards and Principles are also communicated to all employees as part of an annual acknowledgment program. In the spring of 2012, BlackBerry introduced a revised Code of Business Standards and Principles. In 2013, BlackBerry added a new mandatory Business Standards and Principles Training Course that must be completed as part of the employee's annual acknowledgement program.

In support of the Business Standards and Principles, BlackBerry encourages and enables employees to report any issues or concerns to their manager, BlackBerry Human Resources, the Finance department or the Legal department. As well, BlackBerry has created [BlackBerry EthicsLink](#), a system that allows anyone (including BlackBerry employees) to report concerns anonymously, if desired, by telephone or a web-based portal. Reports made through EthicsLink are investigated by appropriate functional teams and, depending on the nature of the report, some cases may be referred directly to the Chair of the Audit and Risk Management Committee of the Board of Directors.

Risk and Compliance Management

At BlackBerry, the Risk Performance and Audit (RPA) group provides independent assurance and advisory services to assist in the company's risk-management processes. The RPA brings a systematic approach to evaluating and improving, if necessary, the effectiveness of risk management, decision-making and governance processes. To enhance the RPA's independence, it reports directly to the Audit and Risk

Management Committee of the Board of Directors, which, in addition to oversight of the RPA, has other specific risk and compliance oversight responsibilities.

BlackBerry has a Chief Compliance Officer who reports to the Audit and Risk Management Committee of the Board of Directors at its quarterly meetings. The Chief Compliance Officer along with a Risk Management and Compliance Council, consisting of senior management representing a broad spectrum of areas of the company's business, oversees the compliance program for BlackBerry and assists in assessing, managing and monitoring risks and compliance.

Public Policy and Government Relations

As one of the world's leading communications technology companies with customers in more than 175 countries, BlackBerry actively participates in governmental proceedings, industry associations and technology standards bodies.

Shaping Public Policy and Engaging in Regulatory Affairs

BlackBerry helps to drive innovation, shape global policies and promote access to leading-edge technologies. BlackBerry partners with national and international organizations and industry bodies around the world to advance the development of wireless technology and mobile communications. In fiscal 2013, BlackBerry participated in public consultations across multiple jurisdictions on a range of issues including spectrum, privacy and data protection, cyber security, convergence, environmental sustainability, accessibility, intellectual property and other issues.

Customer Privacy

BlackBerry has a long history in providing secure and privacy-enhanced mobile communications and is committed to protecting the privacy of our customers' personal information. Through the BlackBerry *Code of Business Standards and Principles*, BlackBerry employees are made aware of the importance of appropriately and securely handling personal information, keeping such information in secure locations and systems and limiting access to personal information on a "need to know" basis for business reasons. Our Privacy Policy (<http://ca.blackberry.com/legal/privacy-policy.html>) informs our customers about how we collect, use and disclose their personal information, and is updated occasionally to keep it current with changing technologies, laws, our evolving business practices and the needs of our customers.

Lawful Access

Lawful access is a request by government authorities to telecommunications carriers or technology suppliers, such as BlackBerry, for access to subscriber information or communications for the purposes of investigation or prosecution. A common requirement around the world, lawful access may be required for reasons such as investigating, solving or prosecuting crime, or for ensuring national security.

Like others in our industry, from time to time, BlackBerry may receive requests from legal authorities for lawful access assistance. We are guided by appropriate legal processes and publicly disclosed lawful access principles in this regard, as we balance any such requests against our priority of maintaining privacy rights of our users. We do not speculate or comment upon individual matters of lawful access. Additionally,

BlackBerry follows its lawful access principles consistently in all of the markets we serve, and we clearly stipulate that BlackBerry has no ability to support the access of BlackBerry Enterprise Server (BES) communications as only our enterprise clients have control over the encryption keys for these communications. BlackBerry is committed to operating its business in accordance with recognized industry standards of business and social responsibility in the markets we serve. BlackBerry will continue to evaluate the markets in which we operate, we will engage and express our views to government and we will continue to operate in a principled manner.

Supply Chain Social Responsibility and Diversity

Goods and services are purchased by BlackBerry from sources across the world. Dealing with a broad range of suppliers brings a certain level of responsibility to BlackBerry. A responsibility to act with fairness and integrity, to ensure that workers within our supply chains are treated with respect and dignity, to minimize our impact on the environment, and to provide opportunities for minority and women owned suppliers to access BlackBerry business. These principle responsibilities are at the core of BlackBerry's supply chain social responsibility and diversity policies and programs. At an industry level, BlackBerry continues to be an active participant in the EICC and the GeSI.

Supplier Risk Management

The BlackBerry [Supplier Code of Conduct](#) ('Supplier Code') details the ethical, labor, health and safety, and environmental standards with which BlackBerry expects its suppliers to comply. Our Supplier Code is based on the EICC Code of Conduct and has been updated since its inception in January 2011 to incorporate the latest revisions to the EICC Code of Conduct.

We assess 100% of our direct suppliers on an annual basis. This includes suppliers of product materials and components, EMS Partners (outsourced manufacturers) and fulfillment service providers. We start with a high level risk assessment model that measures suppliers against four major criteria: geographic location of the supplier's facilities (including human rights, economic transparency and environmental performance indicators), commodity type and manufacturing process, the nature of the supplier's relationship with BlackBerry, and the supplier's history of social and environmental issues including previous audit results.

For those suppliers that are classified high risk, we require them to complete a self-assessment questionnaire (SAQ). Based on the results, BlackBerry can then engage with these suppliers either directly or through an on-site audit to verify their shortfalls, understand the root causes, and to agree on appropriate corrective and or preventative actions.

Audit Process

BlackBerry conducts Supplier Social and Environment Responsibility (SER) audits of suppliers not only to monitor and assess their level of conformance with our Supplier Code, but also to mitigate supply chain SER risks and ultimately drive supplier SER performance improvement.

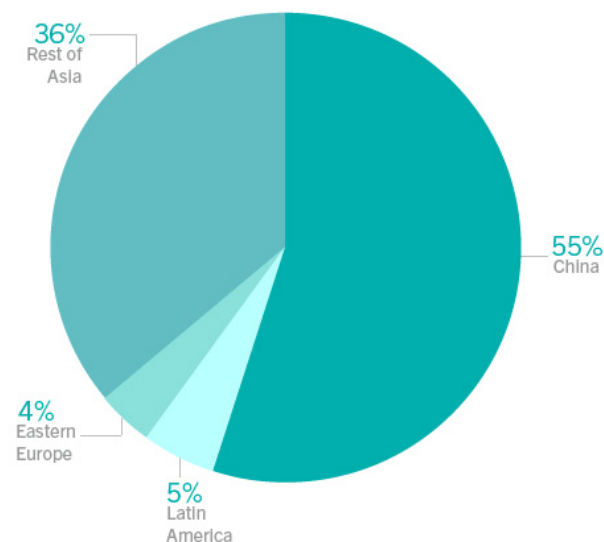
BlackBerry uses an independent third-party, EICC-approved SER audit firm to conduct our supplier factory audits and also uses reports of audits carried out under the EICC Validated Audit Program (VAP). When non-

conformances are found, the supplier will submit and implement an effective Corrective Action and Preventative Plan which will include a detailed root cause analysis. We closely monitor the supplier's progress and regularly request status updates as well as closure evidences including on-site closure verification audits as necessary.

Occasionally BlackBerry is made aware of allegations that a supplier may have violated code requirements. These could come from a variety of sources, both internal and external to the company. In these instances BlackBerry will investigate and assess the particular circumstances which will typically involve direct contact with the supplier and may include completion of an SAQ and an on-site audit. Any follow-up action will be dependent on the particular circumstances. In fiscal 2013, BlackBerry had two such instances brought to its attention, both of which were managed in this way, and both of which were brought to a satisfactory conclusion.

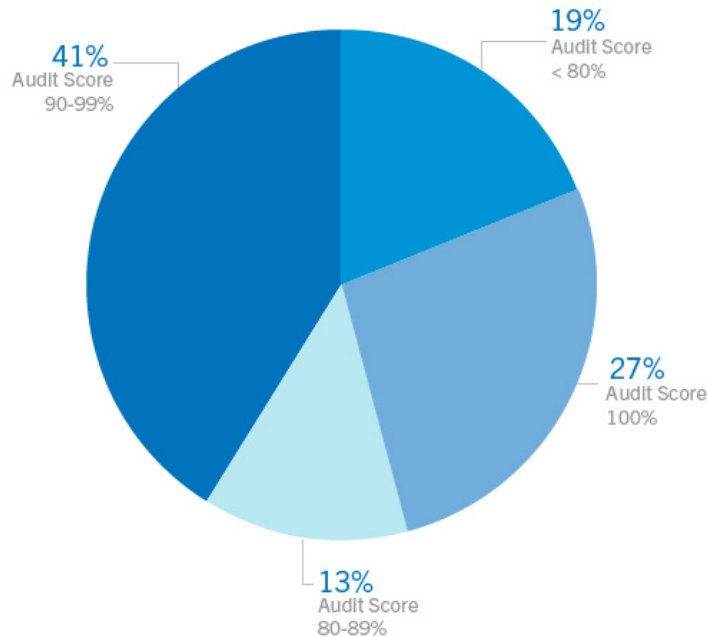
In fiscal 2013, 85 supplier audits were carried out. Of these audits, 39 were initial audits and 46 were follow-up audits. This has brought the total number of audits since the inception of our audit program to 195, comprising 124 initial audits and 71 follow-up audits. Geographically, our audits have covered supplier facilities in all higher-risk locations: 108 in China, 70 in the rest of Asia, 9 in Latin America and 8 in Eastern Europe.

Supplier SER Audits by Region



Audit results are expressed as percentage scores that represent the supplier's level of conformance with our Supplier Code requirements. For supplier management purposes, we classify the scores into four ranges: 100%, 90-99%, 80-89%, and <80%. Since inception, 72% of our supplier facilities have received audit scores of 90-100% (in their most recent audits). Of these, 29% have achieved audit scores of 100%, (mostly in follow-up audits), meaning Full Conformance with our Supplier Code. Furthermore, 97% of re-audited suppliers have improved their audit scores in the follow-up audits.

Audit Results Summary
(% of facilities audited, fiscal 2013 data)



Conflict Minerals

BlackBerry does not support the use of minerals that are illegally mined, transported or traded, nor metals derived from such minerals, including gold, tantalum, tin and tungsten. BlackBerry recognizes our shared responsibility in relation to the responsible mining and sourcing of metals used in our products. In early 2012, we adopted and published our Responsible Minerals Policy (available at: <http://ca.blackberry.com/company/about-us/corporate-responsibility/supply-chain.html>), consistent with our existing Supplier Code and the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas (the “OECD Guidance”).

In 2013, BlackBerry began the implementation of our expanded due diligence program, which utilized the EICC and GeSI Conflict Minerals Reporting Template, and included more than 170 of our suppliers of components and materials. As a result of this exercise, BlackBerry gained valuable insight into the level of awareness of the US Dodd Frank Act and the Securities and Exchange Commission (SEC) implementing rules within the supply chain, the capability and willingness of suppliers to provide the requested information and the quality and accuracy of information provided. We were also able to identify the existence of 148 confirmed smelters and refiners of tin, tantalum, tungsten and gold which provide these metals used in BlackBerry products.

BlackBerry is actively involved with the electronics industry to validate and improve responsible sourcing of metals. For example:

- BlackBerry is an active member of the Conflict Free Sourcing Initiative (CFSI, formerly the EICC and GeSI Extractives Work Group), and believes that this kind of industry collaboration and multi-

stakeholder engagement is essential for developing the capability to validate the responsible sourcing of minerals within the supply chain.

- BlackBerry is supporting the Electronic Industry Citizenship Coalition (EICC) and the Global eSustainability Initiative (GeSI) in developing tools and processes such as the Conflict Free Smelter (CFS) Program.
- BlackBerry has provided sponsorship to ITRI, the international tin research institute for its Tin Supply Chain Initiative (iTSCi) pilot certification program for legally mined tin originating from the DRC.
- BlackBerry has joined and continues its active membership in the US government's Public-Private Alliance for Responsible Minerals Trade (PPA) with the objective of supporting the development of in-region traceability capabilities and systems.
- BlackBerry is a participant in the implementation pilot of the OECD Guidance and has relied significantly on the OECD Guidance as a model in establishing our due diligence program.
- The Enough Project, the leading NGO focused on conflict minerals, ranked BlackBerry in the top 6 companies for its conflict minerals program; BlackBerry was the highest ranked handset manufacturer: <http://www.raisehopeforcongo.org/companyrankings>.

Encouraging Supplier Diversity

The Supplier Diversity team is focused on strengthening local economies and supporting the diverse businesses we rely on to deliver the best products and services in the industry. For the past three years, BlackBerry has been working to include more women, ethnic minority, Canadian aboriginal and veteran/services disabled veteran owned businesses into our supply chain. BlackBerry has established the supplier diversity program to support economic development in the communities we serve by partnering with diverse suppliers in order to generate innovation and to increase competition. In addition, BlackBerry has played an important role in providing diverse business with training, mentoring and technology.

GRI Index

Fiscal 2013 Global Reporting Initiative Index

Indicator	2013 Response
Strategy and Analysis	
1.1 Statement from the most senior decision-maker	CR Report, p. 5
2. Organizational Profile	
2.1 Name of the organization	Research In Motion Limited; BlackBerry Limited as of July 10, 2013 as voted in at Annual Special Meeting of Shareholders
2.2 Brands, products and/or services	Annual Information Form (AIF) (http://press.blackberry.com/content/dam/rim/press/PDF/Financial/FY2013/Q4FY13_final_filing.pdf), pp 19-23
2.3 Operational structure	AIF, pp. 6-11, pp. 25-34
2.4 Headquarters location	Waterloo, Ontario, Canada, AIF, p. 6
2.5 Countries in operation	AIF, pp. 33-34
2.6 Nature of ownership	AIF, p. 6 and 11
2.7 Markets served	AIF, pp. 14-15
2.8 Scale of the organization	AIF, pp. 33-34; Management's Discussion and Analysis of Financial Conditions and Results of Operations (*) (MD&A) (http://press.blackberry.com/content/dam/rim/press/PDF/Financial/FY2013/Q4FY13_final_filing.pdf), pp. 11-14
2.9 Significant changes regarding size, structure or ownership	AIF, pp. 7-9, p. 52; Audited Consolidated Financial Statements (*) (Financials) (http://press.blackberry.com/content/dam/rim/press/PDF/Financial/FY2013/Q4FY13_final_filing.pdf), p. 25
2.10 Awards Received	BlackBerry did not receive any awards in the sustainability arena during fiscal 2013.
3. Report Parameters	
3.1 Reporting period	Fiscal 2013 (March 4, 2012, to March 2, 2013)
3.2 Date of most recent previous report	2012
3.3 Reporting cycle	Annual
3.4 Contact point for questions	corporateresponsibility@blackberry.com
3.5 Process for defining report content	CR Report, p. 8
3.6 Boundary of the report	CR Report, p. 8 AIF, p. 7 (please note QNX was outside the boundaries for the Fiscal 2013 report)
3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	BlackBerry has reviewed and updated measurement guidelines for our calendar year 2012 Carbon Disclosure Project submission in order to include more data sources and improve the accuracy of our data Total number of supplier audits (CR Report p. XX) conducted in previous years has been adjusted to account for audits conducted by other third parties for which BlackBerry reviewed results.
3.12 GRI Content Index	CR Report, p. 29
3.13 External assurance	CR Report, Appendix A
4. Governance, Commitments and Engagement	
4.1 Governance structure	AIF, pp. 80-85; Proxy Circular (Management Information Circular) (http://www.blackberry.com/investors/documents/), pp. 58-63 and schedule "B"
4.2 Indication whether chairperson is also executive officer	AIF, pp. 80-85; Proxy Circular, p. 14, pp. 58-63 and schedule "B"
4.3 Independent members of the board	AIF, pp. 80-85; Proxy Circular, pp. 7-15

4.4 Mechanisms for shareholders and employees to provide recommendations to the board	BlackBerry EthicsLink (www.blackberryethicslink.com)
4.5 Linkage between executive compensation and organization's performance	Proxy Circular, pp. 25-64
4.6 Processes to avoid conflicts of interest at the board	BlackBerry Code of Business Standards and Principles (http://ca.blackberry.com/content/dam/bbCompany/Desktop/Global/PDF/Investors/Governance/Code_of_Business_Standards_and_Principles.pdf)
4.8 Statements of mission, codes of conduct and principles	http://ca.blackberry.com/company/investors/corporate-governance.html
4.12 External charters, principles or other initiatives	For example: Electronic Industry Citizenship Coalition (EICC) Supplier Code of Conduct
4.13 Memberships in associations	For example: Global e-Sustainability Initiative (GeSI), Electronic Industry Citizenship Coalition (EICC), NBS, and Network for Business Sustainability; AIF, p. 24
4.14 Stakeholder groups	CR Report, p. 7
4.15 Stakeholder identification and selection	CR Report, p. 7
4.16 Approaches to stakeholder engagement	CR Report, p. 7
4.17 Topics and concerns raised by stakeholders	CR Report, p. 7
Economic Performance Indicators	
EC1 Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings and payments to capital providers and governments	Financials (Consolidated Balance Sheets, Consolidated Statement of Shareholder Equities, Consolidated Statement of Operations, Consolidated Statement of Cash Flows). (http://press.blackberry.com/content/dam/rim/press/PDF/Financial/FY2013/Q4FY13_final_filing.pdf)
EC2 Financial implications and other risks and opportunities for the organization's activities due to climate change	Carbon Disclosure Project, www.cdproject.net . Note: Some energy and emissions data is based on consumption estimates. BlackBerry is continuing to refine its methodologies in an effort to collect actual data and reduce measurement uncertainties.
EC3 Coverage of the organization's defined benefit plan obligations	Specific benefit offerings vary from country to country depending on local legislation and government programs. Benefits are available to full-time permanent and part-time permanent employees. While BlackBerry does not have a defined benefit plan, the company contributes via a percentage of salary matching program. These percentages vary by country. The level of participation by country is: US – 81% Canada – 89% UK – 80% Germany – 80% France – 46% Spain – 48% South Africa – 100% Belgium – 100% Netherlands – 100% Luxemburg – 100% Italy – 12%
EC4 Significant financial assistance received from government	AIF, p.30

<p>EC6 Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation</p>	<p>In January 2012, BlackBerry published a Responsible Minerals Policy to clearly state our position: http://us.blackberry.com/content/dam/bbCompany/Desktop/Global/PDF/Investors/Governance/RIM_Responsible_Minerals_Policy.pdf.</p> <p>In support of common tools to facilitate due diligence through the supply chain, BlackBerry continues to use the EICC/GeSI Conflict Minerals Reporting Template to collect information from all direct suppliers identified as providing parts used in our company's products. In addition, BlackBerry has established a review and risk assessment process focused on the continuous improvement of the quality of due diligence data and supply chain traceability.</p> <p>Supplier Diversity: Launched in the U.S. and Canada in fiscal 2012, the BlackBerry Supplier Diversity Program works to create mutually beneficial business relationships with diverse suppliers that strengthen communities. The goal is to provide opportunity to diverse suppliers who satisfy purchasing and contractual standards. Diverse businesses include small businesses, businesses owned by veterans, minorities or women, and those in historically underutilized business zones.</p>
<p>EC7 Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation</p>	<p>BlackBerry is a global company and our focus is to find the best candidates for roles, which includes consideration of non-local candidates. Many of our senior management roles are regional or global in nature and can be performed from alternate locations. Note that there are some jurisdictions with legal requirements for BlackBerry to consider local nationals prior to considering other candidates. BlackBerry does have procedures in place to fulfill those legal requirements.</p>
<p>EC8 Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind or pro-bono engagement</p>	<p>BlackBerry recognizes the impact of operations in all of our communities and looks for ways to ensure that we are engaged as a positive community partner.</p> <p>BlackBerry employees around the world volunteered their time during working hours to contribute to the improvement of children's lives through various programs:</p> <p>Free The Children: approximately 2640 hours, 7500 students reached Junior Achievement: approximately 472 hours, 1,000 students reached in 14 countries Princes Trust: approximately 107 hours and 92 students Apps for Good: approximately 42 hours and 1200 students</p>
<p>Environmental Performance Indicators</p>	
<p>EN1 Materials used by weight or volume</p>	<p>Investor Carbon Disclosure Project (CDP) 2013 Information Request (www.cdproject.net)</p> <p>BlackBerry is continuing to refine its methodologies in an effort to collect actual data and reduce measurement uncertainties.</p>
<p>EN2 Percentage of materials used that are recycled input materials</p>	<p>Investor CDP 2013 Information Request (www.cdproject.net)</p> <p>BlackBerry is continuing to refine its methodologies in an effort to collect actual data and reduce measurement uncertainties.</p>
<p>EN3 Direct energy consumption by primary energy source</p>	<p>Response from Investor CDP 2013 Information Request (www.cdproject.net)</p> <p>Total energy consumed by Fuel Type, measured in MWh: Natural gas: 47,168 (Reported values for Natural Gas were adjusted since being reported to CDP due to a manual calculation error) Diesel/Gas oil: 7788 Jet gasoline: 11440 Motor gasoline: 659 Other: Heating Oil: 1004</p> <p>Note: Motor gasoline energy data is based on consumption estimates which vary by lease terms for available BlackBerry-leased vehicles in Europe. To convert from kilometers travelled to liters of fuel used, a conservative factor ranging from 9–17 L/100km based on vehicle and fuel type was employed.</p> <p>BlackBerry is continuing to refine our methodologies in an effort to collect actual data and reduce measurement uncertainties.</p>

<p>EN4 Indirect energy consumption by primary source</p>	<p>Investor CDP 2013 Information Request (www.cdproject.net)</p> <p>Scope 2 emissions for BlackBerry Calendar Year 2012 are as follows and measured in Greenhouse Gas (GHG) Emissions (tonnes CO2e): Emissions from Purchased Electricity at Owned Sites: 24,224 Emissions from Purchased Electricity at Leased Sites with Known Electrical Usage: 9,278 Emissions from Purchased Electricity at Leased Sites with Unknown Electrical Usage: 7,211 Emissions from Purchased Electricity at BlackBerry Data Centers: 28,688 Emission Reductions from Bullfrog Power Purchases: - 235</p>
<p>EN5 Energy saved due to conservation and efficiency improvements</p>	<p>Process emissions reductions Various Manufacturing and New Product Introduction (NPI) process and monitoring changes including energy efficiency procurement considerations for all new equipment. This initiative impacts Scope 1 and 2 emissions with an unknown life expectancy.</p> <p>Energy efficiency: Building services Lighting reduction in low use areas. Monitor low use areas and reduce lighting through scheduling or de-lamping/manual shut-off. Multi-site scheduling modification of operational hours and/or Heating, Ventilation and Air Conditioning (HVAC) runtimes. HVAC load reduction at targeted sites for unoccupied areas and setback of space temperatures. This initiative impacts Scope 1 and 2 emissions with unknown life expectancy.</p> <p>Behavioral change Continuous behavior modification for conscientious energy practices. ISO 14001 environmental management program for utility conservation includes component for employee awareness and training. This initiative impacts Scope 1 and 2 emissions with unknown life expectancy.</p>
<p>EN6 Initiatives to provide energy-efficient or renewable energy-based products and services, and reductions in energy requirements as a result of these initiatives</p>	<p>BlackBerry is pursuing life cycle assessments (LCAs) of key products to understand product environmental hot spots, establish a baseline against which to measure environmental improvements, and respond to external requests for LCA data. For more information: http://ca.blackberry.com/company/about-us/corporate-responsibility/product-sustainability.html</p> <p>Product design BlackBerry operating system (OS) version 7.1 introduced two new ways to maximize battery life of BlackBerry smartphones. The BlackBerry Application Resource Monitor is designed to help extend battery by closing applications that are using intensive resources leading to noticeable battery drain. Battery Saving Mode extends remaining battery of BlackBerry smartphones by automatically adjusting device settings when remaining battery power reaches 30% (or other level set by the user). Extending battery life decreases the smartphone’s overall power usage throughout its lifetime.</p> <p>The Print To Go application allows BlackBerry users to “print” an electronic version of a file from a PC directly to a BlackBerry PlayBook tablet. The adoption of the Print To Go app represents a potential for a substantial amount of paper savings.</p>

EN7 Initiatives to reduce indirect energy consumption and reductions achieved	<p>BlackBerry continues to develop emissions tracking and data management processes across the organization.</p> <p>BlackBerry uses a Greenhouse Gas (GHG) assessment of its operations as an internal benchmark to measure GHG improvements and reductions from year to year, and will use this information to establish reduction targets.</p> <p>BlackBerry plans to implement a CR data management and reporting system in order to streamline the data collection and analysis processes for GHG tracking and reporting.</p> <p>The ISO 14001 Environmental Management System (EMS) at BlackBerry has provided an avenue for setting emission reduction targets within the Manufacturing and Repair Services operations.</p> <p>In 2014, BlackBerry plans to expand the scope of the current ISO 14001 EMS to Research and Development activities which will facilitate a structured approach to establishing formalized reduction targets across the organization. BlackBerry emissions are expected to remain constant or slightly decrease due to an operations consolidation project currently underway.</p>
EN8 Total water withdrawal by source	<p>The information provided for this indicator is partial data and may not account for the entire Calendar Year 2012, nor does it represent all BlackBerry locations globally.</p> <p>Region of Waterloo – Municipal Supplied – 22,824 cubic meters/year Ottawa (Single Site) – Municipal Supplied – 5562 cubic meters/year Halifax (Single Site) – Municipal Supplied – 3354 cubic meters/year Mississauga (Single Site) – Municipal Supplied – 3783 cubic meters/year Unnamed Site – Groundwater – 1908 cubic meters/year</p> <p>No BlackBerry sites draw water from surface water. All are municipal serviced.</p> <p>The majority of new buildings (built in the last 5 years) collect rainwater for irrigation purposes.</p> <p>No BlackBerry sites use waste water from another organization.</p>
EN9 Water sources significantly affected by withdrawal of water	<p>All BlackBerry locations are serviced by municipal suppliers operating under government authorizations. We comply with all water usage requirements including but not limited to conservation requirements. BlackBerry's consumption does not meet any of the "Significant withdrawal" criteria. To the best of our knowledge, based upon information provided to BlackBerry from these water suppliers regarding their respective water source(s), none of these water sources are significantly affected by our consumption.</p>
EN11 Location and size of land owned, leased, managed in or adjacent to protected areas and areas of high biodiversity value outside protected areas	None that BlackBerry is aware of
EN12 Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	None that BlackBerry is aware of
EN13 Habitats protected or restored	None that BlackBerry is aware of
EN14 Strategies, current actions and future plans for managing impacts on biodiversity	None that BlackBerry is aware of

EN15 Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	None that BlackBerry is aware of
EN16 Total direct and indirect greenhouse gas emissions by weight	<p>Scope 1 emissions for BlackBerry Calendar Year 2012 are as follows and measured in Greenhouse Gas Emissions (tonnes CO₂e)</p> <p>Emissions from Stationary Fuel Use - Natural Gas 8,087 Emissions from Stationary Fuel Use - Generators 356 Emissions from Stationary Fuel Use - Heating Oil 318 Emissions from Corporate Jets 2,871 Emissions from Company Owned Vehicles 1,928 Emissions from Refrigerant Leaks (Fugitive Emissions) 298</p> <p>Scope 2 emissions for BlackBerry Calendar Year 2012 are as follows and measured in Greenhouse Gas Emissions (tonnes CO₂e)</p> <p>Emissions from Purchased Electricity at Owned Sites 24,224 Emissions from Purchased Electricity at Leased Sites with Known Electrical Usage 9,278 Emissions from Purchased Electricity at Leased Sites with Unknown Electrical Usage 7,211 Emissions from Purchased Electricity at BlackBerry Confidential Data Centers 28,688 Emission Reductions from Bullfrog Power Purchases - 235 For more information refer to the CDP Report, www.cdproject.net</p>
EN17 Other relevant indirect greenhouse gas emissions by weight	<p>(Investor CDP 2013 Information Request (www.cdproject.net))</p> <p>Note: Some energy and emissions data is based on consumption estimates. BlackBerry is continuing to refine our methodologies in an effort to collect actual data and reduce measurement uncertainties.</p> <p>Scope 3 emissions for BlackBerry Calendar Year 2012 are as follows and measured in Greenhouse Gas Emissions (tonnes CO₂e)</p> <p>Emissions from Employee Business Travel Vehicle Rentals 1,006.29 Emissions from Employee Expensed Mileage 2,717.03 Emissions from Employee Business Rail Travel 32.32 Emissions from Employee Business Commercial Air Travel 20,085.89</p>
EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved	<p>Initiatives under development for Manufacturing and New Product Realization Centre based in Waterloo with expected completion date December 2014:</p> <p>Estimated Natural Gas Savings from Project (m³) = 242,412.40 Emission Factor (kg CO₂e/m³) = 1.89 Projected Annual Emission Reductions from the Project (t CO₂e/year) = 456.27 Emission Factor Source: National Inventory Report 1990–2009: Part 2. Environment Canada. April 2013. Annex 8, Table A8–1: CO₂ Emission Factors for Natural Gas; and Table A8-2: CH₄ and N₂O Emission Factors for Natural Gas</p> <p>Estimated Electricity Savings from Project (kWh) = 3,402,485.75 Emission Factor (t CO₂e/MWh) = 0.11 Projected Annual Emission Reductions from Project (t CO₂e/year) = 374.27 Emission Factor Source: National Inventory Report 1990–2009: Part 3. Environment Canada. April 2013. Table A13–7: Electricity Generation and GHG Emission Details for Ontario.</p>
EN19 Emissions of ozone-depleting substances by weight	<p>(Carbon Disclosure Project(CDP)**) (www.cdproject.net).</p> <p>Scope 1 emissions (in metric tonnes CO₂e): 13858 Scope 2 emissions (in metrics tonnes CO₂e): 69166</p>

<p>EN20 NOx, SOx and other significant air emissions by type and weight</p>	<p>Based on BlackBerry's organizational structure, this quantification was completed for Scope 1 and Scope 2 (from Canadian and U.S. facilities only) emissions. Scope 3 emissions (from employee business car rentals, employee expensed vehicle mileage, and commercial air/rail travel) were excluded from the NOx and SOx quantification. The boundaries selected for NOx and SOx reporting include the following emissions sources:</p> <ul style="list-style-type: none"> - Scope 1 emissions associated with stationary fuel use (natural gas, diesel, and fuel oil combustion generally in either commercial grade boilers or back-up generators) and mobile fuel use (gasoline and diesel combustion in BlackBerry-owned vehicles and jet fuel combustion in BlackBerry-owned corporate jets); and - Scope 2 emissions associated with the purchase of electricity at U.S. and Canadian facilities only (all other international facilities have been excluded due to the unavailability of accurate NOx and SOx emission factors) <p>BlackBerry's overall NOx and SOx emissions for the 2012 calendar year were determined to be 63,135.73 kg of NOx and 151,470.45 kg of SOx.</p>
<p>EN21 Total water discharge by quality and destination</p>	<p>BlackBerry locations do not discharge any water besides rainwater and domestic sewage. Discharges comply with government requirements and undergo treatment by the same government authorities and/or designates.</p>
<p>EN22 Total weight of waste by type and disposal method</p>	<p>Investor Carbon Disclosure Project (CDP) 2013 Information Request (www.cdproject.net)</p> <p>Calendar Year 2012 Waste Metrics: Waterloo Manufacturing Facility</p> <p>Waste - Garbage (MT) = 49.31 Recycled (MT) = 229.56 Organics (MT) = 30.11 Total Waste (MT) = 308.98 Total Diverted (MT) = 259.67</p> <p>Calendar Year 2012 Waste Metrics: New Product Testing Facility</p> <p>Waste - Garbage (MT) = 18.93 Recycled (MT) = 100.47 Organics (MT) = 24.35 Total Waste (MT) = 143.75 Total Diverted (MT) = 124.82</p>
<p>EN23 Total number and volume of significant spills</p>	<p>There were no significant spills having occurred in Calendar Year 2012</p>
<p>EN25 Identity, size, protected status and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of waste and runoff</p>	<p>To the best of our knowledge, based upon information provided to BlackBerry from government authorities, our water discharges are not significantly impacting any water bodies and habitats. Our discharges consist of precipitation runoff and sanitary domestic sewage. All government requirements relating to these discharges are complied with. All discharges are to municipal infrastructure.</p>
<p>EN26 Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation</p>	<p>Initiatives currently in progress include:</p> <ul style="list-style-type: none"> Regulatory and compliance monitoring programs for product, facility and e-waste requirements surveillance of current and emerging environmental regulations on a global basis. Conducting Life Cycle Analysis on products to quantify their environmental impact and identify areas for improvement. ISO 14001 Environmental Management System for Manufacturing, Repair Services and Product Design Supply Chain carbon and water identification focusing on the management of energy and water resources Hazardous Materials - Elimination of substances of concern and tracking of all substances in devices.
<p>EN27 Percentage of products sold and their packaging materials that are reclaimed by category</p>	<p>CR Report, p. 15</p>

<p>EN28 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations</p>	<p>BlackBerry did not have any significant fines and non monetary sanctions for non compliance in CY2012</p>
<p>Labor Practices and Decent Work Performance Indicators</p>	
<p>LA1 Total workforce by employment type, employment contract and region</p>	<p>As of fiscal 2013 Year End (March 2, 2013): Employment contract: perm. FT=94% (n=12,676); perm. PT=0% (n=35); student/intern=5% (n=675); contract=1% (n=73) Region: Americas=82.4% (n=11,090), EMEA=12.1% (n=1,624), APAC=4.4% (n=598), LATAM=1.1% (n=147) Gender: female=25% (n=3,351), male=75% (n=10,107) Generation: traditionalist=0% (n=3), baby boomer=8% (n=1,039), gen x=69% (n= 9,264), millennial=23% (n=3,153)</p>
<p>LA2 Total number and rate of employee turnover by age group, gender and region</p>	<p>Overall Headcount: By generation: traditionalist =21% (n=2), baby boomer=39% (n=481), gen X = 34% (n=3627); millennial=39% (n=1093). By gender: female=42% (n=1578), male=33% (n=3612). By region: Americas=35% (n=4157), EMEA=36% (n=654), APAC = 45% (n=305), LATAM=50% (n=89)</p> <p>New Hire-Specific Turnover Data: By generation: traditionalist =0% (0), baby boomer=36% (n=35), gen X = 33% (n=324); millennial=29% (n=132). By gender: female=36% (n=133), male=30% (n=351). By region: Americas=30% (n=321), EMEA=38% (n=113), APAC = 27% (n=44), LATAM=42% (n=14)</p> <p>New Hire-Specific Entering Employment Data: By generation: traditionalist =11% (n=1), baby boomer=7% (n=80), gen X = 7% (n=748); millennial=10% (n=282). By gender: female=7% (n=254), male=8% (n=858). By region: Americas=6% (n=773), EMEA=10% (n=174), APAC = 20% (n=137), LATAM=16% (n=28)</p> <p>Note: Average headcount is used to determine the turnover and new hire rates. This allows for consistent external benchmarking and allows us to account for significant fluctuations in headcount historically.</p>
<p>LA3 Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.</p>	<p>Specific benefit offerings vary from country to country depending on local legislation and government programs. Benefits are available to full-time permanent and part-time permanent employees. Major benefits offerings available to permanent employees typically include: Life Insurance, Extended Health and Dental, Short-Term and Long-Term Disability, Accidental Death & Dismemberment/Disability, and Retirement benefits.</p>
<p>LA4 Percentage of employees covered by collective bargaining agreements</p>	<p>Approximately 2.0% – or 264 employees – in France, Spain, Italy, Austria, Belgium, Sweden, Brazil and Argentina are governed by a collective agreement. These collective agreements have been established as a requirement within certain geographic regions. We understand freedom of association is a human right; in jurisdictions where these collective agreements have not been established, employees have freedom of choice. BlackBerry believes in a positive working environment, good industrial relations and overall employee engagement.</p>
<p>LA5 Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements</p>	<p>To be competitive in an industry, organizations need to constantly benchmark a number of factors including, but not limited to, pay, benefits and severance obligations. Organizations must also review these benchmarks and compare them to the minimum requirements under the law. Based on the information from various markets, organizations would adjust their practices as needed, to meet what is deemed to be best practice in the industry. Based on these market conditions, BlackBerry meets and/or exceeds minimum notice requirements.</p>

<p>LA6 Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs</p>	<p>Formal committees in place to represent sites with 20 or more employees. Sites with 5-19 employees have a representative in place. Percentage of total workforce represented in the joint health and safety committee is over 86%.</p>
<p>LA7 Rates of injury, occupational diseases, lost days and absenteeism, and total number of work-related fatalities by region</p>	<p>Injury rate: 0.25 Regional breakdown: Canada (0.28), USA (0.13), EMEA (0.26), APAC (0.13), LATAM (0.56) Lost-days rate: 2.01 Regional breakdown: Canada (0.87), USA (0.00), EMEA (11.21), APAC (1.75), LATAM (2.24) Occupational diseases rate: 0 Fatalities: 0</p> <p>Note: This data excludes injuries requiring only first aid treatment. 'Days' refers to calendar days. 'Lost days' begin on the first day missed after the injury day.</p> <p>Breaking this data into further categories (contract status, gender and absenteeism) is not currently practiced by BlackBerry.</p> <p>BlackBerry records and reports incident statistics using the ILO Code of Practice with the following exceptions: (i) incident, frequency and severity rates are reported globally and by region only; (ii) lost time incidents are recorded by the total number of incidents and the total number of days lost; (iii) only information regarding BlackBerry employees is reported (contractors and temporary workers are not included); and (iv) BlackBerry does not report commuting accidents, unless required by local legislation.</p>
<p>LA8 Education, training, counseling, prevention and risk-control programs in place to assist workforce members, their families or community members regarding serious diseases</p>	<p>No high-risk professions related to exposure to communicable diseases. Assistance programs are in place for employees and employees' families in countries with high risk or incidence of communicable diseases and other serious diseases, including counseling available through our global Employee Assistance Provider. Our Healthy@BlackBerry program provides online health promotion education and awareness information available to all employees globally. The EHS team provides organizational health consulting services to support employees' health and their early and safe return to work when suitable.</p>
<p>LA9 Health and safety topics covered in formal agreements with trade unions.</p>	<p>BlackBerry follows local laws in countries where we have trade union like agreements in place.</p>
<p>LA10 Average hours of training per year per employee by employee category</p>	<p>The BlackBerry Learning Center portal provides employees with access to thousands of learning opportunities. From March 1, 2012 to February 28, 2013, 371,966 online courses were accessed by over 10,000 unique users. In addition, we offered 207 instructor-led learning opportunities with 1,665 enrollments.</p> <p>We expanded our online learning library to offer approximately 2,600 new online learning courses covering business professional, leadership, desktop, and IT professional offerings. We also expanded our eBook library and now have approximately 19,000 resources available (includes full text professional eBooks and technical videos). These resources were accessed approximately 57,000 times by approximately 5,000 unique employees. These online resources are available to all BlackBerry employees 24x7.</p> <p>Additional training and learning opportunities are offered by various business units throughout the organization.</p>
<p>LA11 Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings</p>	<p>Internal education is offered to employees through a range of online courses, eBooks, instructor-led courses and on-the-job experiences. Resources are also available for employees to build their own learning content to share with others.</p> <p>A dedicated career portal is available 24X7 to all employees providing them extensive information and resources to manage their careers. A variety of webinars were delivered in fiscal 2013 to coach and support employees in their career development.</p>

<p>LA12 Percentage of employees receiving regular performance and career development reviews</p>	<p>During the fiscal 2013 year-end performance review cycle 87% of employees had reviews completed at BlackBerry. To allow for more timely feedback a mid-year check-in review was also conducted in FY13. During the mid-year review 88% of employees had reviews completed. Our new talent management system (Compass) which was implemented in fiscal 2012 has allowed us greater visibility to performance review completion stats.</p>
<p>LA13 Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership and other indicators of diversity</p>	<p>See LA1. Other indicators of diversity are not tracked nor stored in our human resources information systems.</p>
<p>LA14 Ratio of basic salary of men to women by employee category.</p>	<p>BlackBerry annually benchmarks its salary ranges against its competitors in the industry to ensure we are compensating competitively. BlackBerry offers fair compensation irrespective of gender, ethnicity, religion, social status or age and ensures we are compliant with pay legislation on a global basis.</p>
<p>Human Rights Performance Indicators</p>	
<p>HR1 Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening</p>	<p>BlackBerry Supplier Code of Conduct http://ca.blackberry.com/content/dam/bbCompany/Desktop/Global/PDF/Investors/Governance/Supplier_Code_of_Conduct_April_2013.pdf</p>
<p>HR2 Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken</p>	<p>CR Report, pp. 26-27</p>
<p>HR3 Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained</p>	<p>BlackBerry created the BlackBerry Code of Business Standards and Principles to foster and maintain ethical behavior and integrity. Subject to the application of local laws, BlackBerry employees are expected to read, understand and comply with these standards and principles and apply them as they perform their daily work. The Business Standards and Principles documents are reviewed annually by an internal cross-functional team and updated as necessary with the approval of the Board of Directors. Any changes to the Business Standards and Principles are also communicated to all employees as part of an annual acknowledgment program. In the spring of 2012, BlackBerry introduced a new Code of Business Standards and Principles. In 2013, BlackBerry added a new mandatory Business Standards and Principles Training Course that must be completed as part of the employee's acknowledgement process.</p>
<p>HR5 Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights</p>	<p>BlackBerry Code of Business Standards and Principles, p. 28 Any violation of BlackBerry's Business Standards and Principles can be reported at BlackBerry EthicsLink (www.blackberryethicslink.com)</p>
<p>HR6 Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor</p>	<p>No operations identified. BlackBerry considers child labor as a 'zero tolerance' issue. Measures taken to contribute to elimination include: - BlackBerry Code of Business Standards and Principles (any violation can be reported at BlackBerry EthicsLink (www.blackberryethicslink.com)) - BlackBerry Supplier Code of Conduct - Report sections: [Supplier Risk Management, Audit Process]</p>
<p>HR7 Operations identified as having significant risk for incidents of forced or compulsory labor, and measures taken to contribute to the elimination of forced or compulsory labor</p>	<p>No operations identified. BlackBerry considers forced/compulsory labor as a 'zero tolerance' issue. Measures taken to contribute to elimination include: - BlackBerry Code of Business Standards and Principles (any violation can be reported at BlackBerry EthicsLink (www.blackberryethicslink.com)) - BlackBerry Supplier Code of Conduct - BlackBerry Statement Regarding Freely Chosen Employment In Our Supply Chains - Report sections: [Supplier Risk Management, Audit Process]</p>

HR8 Percentage of security personnel trained in the organizations policies or procedures concerning aspects of human rights that are relevant to operations	All security personnel at BlackBerry have undergone required training related to human rights which BlackBerry pushes out to its entire employee base.
Society Performance Indicators	
SO1 Nature, scope and effectiveness of any programs and practices that access and manage the impacts of operations on communities, including entering, operating and exiting	BlackBerry recognizes the impact of operations in all of our communities and looks for ways to ensure that we are engaged as a positive community partner. We engage with local community Chambers of Commerce and economic development organizations to support community activities. The Citizenship team works with local non-profit and national charitable organizations to support educational programs. We actively look for ways to integrate our skilled workforce to give back through volunteerism and financial contributions, and we believe that a business needs a healthy, thriving community in order to be successful. While operating in the community, the Government Relations team maintains close relationships with local municipal governments and citizens to ensure we are communicating site development plans and addressing individual concerns.
SO2 Percentage and total number of business units analyzed for risks related to corruption	<p>BlackBerry competes in the marketplace through the quality of our products, the skill and know-how of our employees and our ability to provide goods and services at competitive prices. We do not “buy” business by making special arrangements with public officials or other persons that we deal with in the course of our business activities. Our dealings with public officials and representatives of the companies and organizations that we do business with must be in accordance with legitimate business purposes and in full compliance with all applicable laws and international treaties in relation to bribes, kickbacks, secret commissions and other improper payments.</p> <p>BlackBerry takes a corporate-wide, comprehensive approach to analyzing risks related to corruption. The BlackBerry Business Standards & Principles that includes a Prevention of Improper Payments Policy was drafted to ensure compliance with all applicable anticorruption laws wherever we do business. These policies are regularly reviewed to ensure BlackBerry has adequate procedures that prevent corruption. BlackBerry factors corruption risk in corporate wide reviews of risks facing the company. We use available data from internal and external sources to identify business initiatives and countries of high-risk. In addition, BlackBerry encourages all employees from each business unit to report any perceived corrupt practices. Such reports can be made through BlackBerry Ethics Link, a website and hotline for making anonymous reports. BlackBerry promptly investigates and resolves the reports, then uses what we learn to improve the anti-corruption program going forward.</p>
SO3 Percentage of employees trained in organization’s anti-corruption policies and procedures	With the exception of employees in Germany and France, all employees have received the anti-corruption policy as part of an annual employee acknowledgement process. A computer-based training schedule was finalized at the end of fiscal 2013 with a fiscal 2014 Q1 global implementation (with the exception of Germany and France) as part of the company’s anti-corruption program.
SO4 Actions taken in response to incidents of corruption	BlackBerry has the following platforms in place: Code of ethics, anti-corruption, anti-bribery policy; anti-harassment and anti-discrimination guidelines; anti-bullying and anti-violence guidelines; diversity guidelines; BlackBerry EthicsLink (www.blackberryethicslink.com).
SO5 Public policy positions and participation in public policy development and lobbying	FY2013 CR Report (Public Policy Reference): “In fiscal 2013 BlackBerry participated in public consultations across multiple jurisdictions on a range of issues including spectrum, privacy and data protection, cyber security, convergence, environmental sustainability, accessibility, intellectual property, and other issues.”
SO8 Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations	BlackBerry is unaware of any significant fines for noncompliance that BlackBerry has been subject to related to the areas of Accessibility or Environmental Sustainability.

Product Responsibility Performance Indicators	
PR1 Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	<p>The following life cycle stages are assessed for possible improvements specific to the health and safety impacts of products and services:</p> <ul style="list-style-type: none"> Development of Product Concept R&D Certification Manufacturing & Production Use and Service Disposal , reuse or recycling
PR3 Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	<p>Information about safety precautions (including safe use and disposal) of BlackBerry smartphones and tablets can be found in the Safety and Product Information manual specific to each device model (available online at http://docs.blackberry.com/en/smartphone_users/?userType=1).</p> <p>Information about product recycling is available online at www.blackberry.com/recycling.</p>
PR9 Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.	<p>BlackBerry is unaware of any significant fines for noncompliance that BlackBerry has been subject to related to the areas of Accessibility or Environmental Sustainability.</p>

(*) AIF, MD&A and Financials are located within the Fiscal 2013 Annual Financial Information (40F/Annual Report) document (<http://www.blackberry.com/investors/documents/>)

(**) Carbon Disclosure Project is reported on a calendar year.

Appendix A

Independent Assurance Statement

To the Board of Directors and Management of Research In Motion Limited (“BlackBerry”)

Our responsibilities

We have carried out a limited assurance engagement in relation to selected performance indicators in BlackBerry's 2013 Corporate Responsibility Report for the year ended March 2, 2013 (the "Report").

Our assurance engagement has been planned and performed in accordance with the International Standard on Assurance Engagements ISAE 3000 Assurance Engagements other than Audits or Reviews of Historical Financial Information.

Scope of our engagement

We have carried out a limited assurance engagement, as agreed with management, in relation to selected performance indicators as reported in the Report and as listed below for the year ended March 2, 2013, unless otherwise indicated (the “Subject Matter”):

- EN3 - Direct energy consumption by primary energy source (for the period from 1 January 2012 to 31 December 2012)
- LA2 - Total number and rate of employee turnover by age group, gender, and region
- LA6 – Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs
- LA7 - Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region
- Percent of direct suppliers assessed for compliance with BlackBerry's Supplier Code of Conduct
- Total number of supplier audits conducted by BlackBerry
- BlackBerry smartphones, tablets and accessories including travel chargers, USB cables and headsets do not have Cadmium Compounds (included in the internal restricted substances list) per unit content exceeding 100 parts per million in homogeneous material

Subject Matter and criteria

The Subject Matter consists of selected performance indicators relating to environmental, labour and human rights, and other indicators as described above.

The criteria used to evaluate the Subject Matter consisted of the relevant guidance contained within the Global Reporting Initiative's (“GRI”) G3.1 Guidelines, as well as internally developed criteria.

BlackBerry management responsibilities

The Report was prepared by the management of BlackBerry, who are responsible for the Subject Matter in the Report and the criteria used in determining that the information is appropriate for the purpose of disclosure in the Report. In addition, management is responsible for maintaining adequate records and internal controls that are designed to support the reporting process. There are currently no legislative or regulatory requirements requiring BlackBerry to prepare, publish or have verified a sustainability report.

Level of assurance

Our procedures were designed to obtain a limited level of assurance on which to base our conclusion. The procedures performed do not provide all the evidence that would be required in a reasonable assurance engagement and, accordingly, we do not express a reasonable level of assurance. While we considered the effectiveness of management's internal controls in determining the nature and extent of our procedures, our limited assurance engagement was not designed to provide assurance on internal controls and, accordingly, we express no conclusions thereon.

Work performed

In order for us to express a conclusion in relation to the above Subject Matter, we have considered the following questions:

- Has BlackBerry fairly presented the Subject Matter with respect to the organizational and operational boundaries and time period defined in the Report?
- Has BlackBerry accurately collated corporate data relating to the Subject Matter from all material entities in its defined boundary?
- Has BlackBerry collated corporate data relating to the Subject Matter from all relevant operations level data?
- Is the Subject Matter accurate and sufficiently detailed for stakeholders to assess BlackBerry's performance?
- The procedures we undertook to form our conclusion included, but were not limited to:
- Interviewing selected personnel to understand the key sustainability issues related to the data and processes for the collection and accurate reporting of the Subject Matter
- Where relevant, performing walkthroughs of systems and processes for data aggregation and reporting
- Inquiring of management regarding key assumptions and the evidence to support the assumptions
- Validating the accuracy of calculations performed, on a sample basis, primarily through inquiry and analytical procedures
- Validating that data and statements had been correctly transcribed from corporate systems and/or supporting evidence into the Report through observation
- Limitations of our work performed
- Our procedures did not include providing conclusions in relation to:
- The completeness or accuracy of data sets or information relating to areas other than the Subject Matter, and any sub-entity information

- Information reported by BlackBerry other than in its Report, such as information contained on its website, except where explicitly indicated in the GRI table appended to the Report for the Subject Matter specified above
- Management's forward looking statements
- Any comparisons made by BlackBerry against historical data
- The Report being in accordance with requirements of the GRI G3.1 Guidelines other than those contained within the scope of our work, as set out above, or to a particular application level

Additionally, environmental and energy-use data are subject to inherent limitations given the nature and the methods used for determining such data. The selection of different but acceptable measurement techniques can result in materially different measurements. The precision of different measurement techniques may also vary.

Our conclusion

Subject to the limitations of our scope noted above, and based on our work as described in this report, we conclude that nothing has come to our attention that causes us to believe that the Subject Matter is not, in all material respects, fairly presented in accordance with the GRI G3.1 Guidelines and internally developed criteria.

The logo for Ernst & Young LLP, written in a cursive, handwritten style.

Chartered Accountants
Licensed Public Accountants

Toronto, Canada
12 November, 2013

Appendix B

RRS A (Banned and Restricted)

Substance/Material	Control Category	Upper Limit (ppm in Homogeneous Level Material unless otherwise noted)	Application	Reference
Perfluorooctanoic acid (PFOA)	Banned	0	All	BlackBerry Requirement
Cadmium/Cadmium Compounds	Restricted	100	All, except batteries and packaging(*)	EU RoHS Directive Recast 2011/65/EU
		20	Batteries	EU Battery Directive 2006/66/EC
Lead/Lead Compounds	Restricted	1000 (**)	All, except batteries and packaging(*)	EU RoHS Directive Recast 2011/65/EU
		40	Batteries	EU Battery Directive 2006/66/EC
Mercury/Mercury Compounds	Restricted	1000	All, except batteries and packaging	EU RoHS Directive Recast 2011/65/EU
		50	Batteries	EU Battery Directive 2006/66/EC
Hexavalent Chromium/Hexavalent Chromium Compounds	Restricted	1000	All, except packaging(*)	EU RoHS Directive Recast 2011/65/EU
Polybrominated Biphenyls (PBB)	Restricted	1000	All	EU RoHS Directive Recast 2011/65/EU
Polybrominated Diphenylethers (PBDEs) including Deca-BDE	Restricted	1000	All	EU RoHS Directive Recast 2011/65/EU
Perfluorooctanesulfone (PFOS)	Restricted	<1000	All, except textiles or coated materials	EU PFOS Directive EUOF 2006/122/EC
		<1 g/m ²	Textiles or coated materials	EU PFOS Directive EUOF 2006/122/EC
Azocolourants	Restricted	30	Textiles and leather	EU 2002/61/EC
Dimethylfumarate	Restricted	0.1 mg/kg	All	EU 2002/61/EC
Lead in PVC	Restricted	100	All	BlackBerry Requirement
Beryllium/Beryllium Compounds	Restricted	50	All	BlackBerry Requirement
Bromine (Br)	Restricted	1000	All, except printed board laminates	JEDEC/ECA JS709A
		900	Printed board laminates	
Chlorine (Cl)	Restricted	1000	All, except printed board laminates	JEDEC/ECA JS709A

		900	Printed board laminates	
All unreacted borates and boron oxides	Restricted	0.1% of Article weight	All	EU REACH
Unreacted Tetraboron disodium heptaoxide, hydrate	Restricted	0.1% of Article weight	All	EU REACH
Cobalt salts & pigments	Restricted	0.1% of Article weight	All	EU REACH
Bis (2-ethyl(hexyl) phthalate) (DEHP)	Restricted	0.1% of Article weight	All	EU REACH
Bis (2-methoxyethyl) phthalate (BMEP)	Restricted	0.1% of Article weight	All	EU REACH
Benzyl butyl phthalate (BBP)	Restricted	0.1% of Article weight	All	EU REACH
Dibutyl phthalate (DBP)	Restricted	0.1% of Article weight	All	EU REACH
Diisobutyl Phthalate (DIBP)	Restricted	0.1% of Article weight	All	EU REACH
1,2-Benzenedicarboxylic acid, di-C7-11-branched and linear alkyl esters (DHNUP)	Restricted	0.1% of Article weight	All	EU REACH
1,2-Benzenedicarboxylic acid, di-C6-8-branched alkyl esters, C7-rich	Restricted	0.1% of Article weight	All	EU REACH
Di-n-pentyl Phthalate	Restricted	0.1% of Article weight	All	EU REACH
N-pentyl-isopentylphthalate	Restricted	0.1% of Article weight	All	EU REACH
Diisopentylphthalate (DIPP)	Restricted	0.1% of Article weight	All	EU REACH
Organo-substituted tin compounds (for example, dibutyltin dichloride (DBT) or any trisubstituted tin halide)	Restricted	0.1% of Article weight	All	EU REACH
Certain Shortchain Chlorinated Paraffins (C10-C13)	Restricted	0.1% of Article weight	All	EU REACH
Hexabromocyclododecane (HBCDD) and all major diastereoisomers	Restricted	0.1% of Article weight	All	EU REACH
Ozone Depleting Substances	Restricted	Intentionally Added	All	Montreal Protocol and EPA ODS
Radioactive Substances	Restricted	Intentionally Added	All	JIG 101

(*) Note that there are limits applicable to packaging under specific waste management legislation that are not reflected here. For packaging, the Supplier should refer to that legislation and/or any BlackBerry policy controlling substances in packaging.

(**) Except for valid exemptions pursuant to the EU RoHS Directive Recast 2011/65/EU

RRS B (Reportable)

Material/Substance	Control Category
Polychlorinated Biphenyls and Terphenyls (PCBs, PCTs)	Reportable
Polycyclic Aromatic Hydrocarbons (PAHs)	Reportable
Asbestos	Reportable
Antimony/Antimony Compounds	Reportable
Arsenic/Arsenic Compounds	Reportable
Bismuth/Bismuth Compounds	Reportable
Nickel/Nickel Compounds	Reportable
Selenium/Selenium Compounds	Reportable
Bisphenol A (CAS# 80-05-7)	Reportable
Any other phthalates not listed in List A	Reportable
Rare Earth Elements (Scandium, Yttrium and Lanthanides family e.g. Lanthanum, Cerium, Neodymium, etc)	Reportable
Molybdenum (Mo)	Reportable



A global leader in wireless innovation, BlackBerry Limited (BlackBerry) revolutionized the mobile industry when it was introduced in 1999. Today, BlackBerry aims to inspire the success of our millions of customers around the world by continuously pushing the boundaries of mobile experiences. Founded in 1984 and based in Waterloo, Ontario, BlackBerry operates offices in North America, Europe, Asia Pacific and Latin America. BlackBerry is listed on the NASDAQ Stock Market (NASDAQ: BBRY) and the Toronto Stock Exchange (TSX: BB). For more information, visit www.blackberry.com

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