

2021  
ESG REPORT



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# Leading with Purpose

Sienna is proud to play a leadership role in developing new approaches to better serve today's and tomorrow's seniors. We believe that it is a privilege to care for and serve Canada's seniors, ensuring that they live with the utmost comfort, dignity and respect. The impact that we have on residents and their families is incredibly important and special. Each of our actions and initiatives affects their quality of life and well-being and impacts the communities we serve across the country.

A recent national census showed that seniors over the age of 85 make up one of Canada's fastest growing demographics and indicated that the number of people over 85 is expected to triple over the next 25 years. Today, over one in four seniors in the 85+ age bracket already lives in a seniors' living setting or a hospital and this number is only going to increase as Canada's population is getting older. We feel a great responsibility to do our part in a sector at the cusp of exponential growth.

Over the past year, we prioritized our plans to redevelop our aging Class C long-term care portfolio in Ontario and add additional much needed long-term care beds

to serve the rapidly growing need. As we redevelop older properties, we are making a significant contribution towards building a long-term care system where residents experience the best possible quality of life. Through these redevelopments, we will also enhance the work environment of our team members and replace less efficient properties with new, state-of-the-art buildings with environmentally-friendly designs, that will significantly reduce the environmental footprint of Sienna's property portfolio.

Making sure our team members feel supported and appreciated has never been more important and is a crucial aspect of attracting and retaining a highly engaged team. It is reflected in many of our programs and initiatives that are highlighted in this report, including an enhanced focus on our team members' mental, physical, and financial health.

To recognize the compassion, effort and dedication that team members bring to Sienna's residents and communities every day, we launched the Sienna Ownership and Rewards program (SOAR) with an initial investment of approximately \$3 million. SOAR awards common shares to all permanent team members and has introduced an employer matching program for employees who wish to further invest in Sienna. As the only such employee ownership and rewards plan in the Canadian seniors' living sector, this program is an investment in building a stronger future for our team members who have the opportunity to meaningfully invest in Sienna and their future.

SOAR – like many of our initiatives – has the goal in mind to collectively deepen the shared commitment to Sienna's purpose: Cultivating happiness in daily life. It conveys our belief that our role does not stop at providing the highest quality of service and care to our residents – it goes much further.

**“Each and every day, we will strive to bring happiness into our residents' lives by enabling our team to put their passion for their work into action.”**

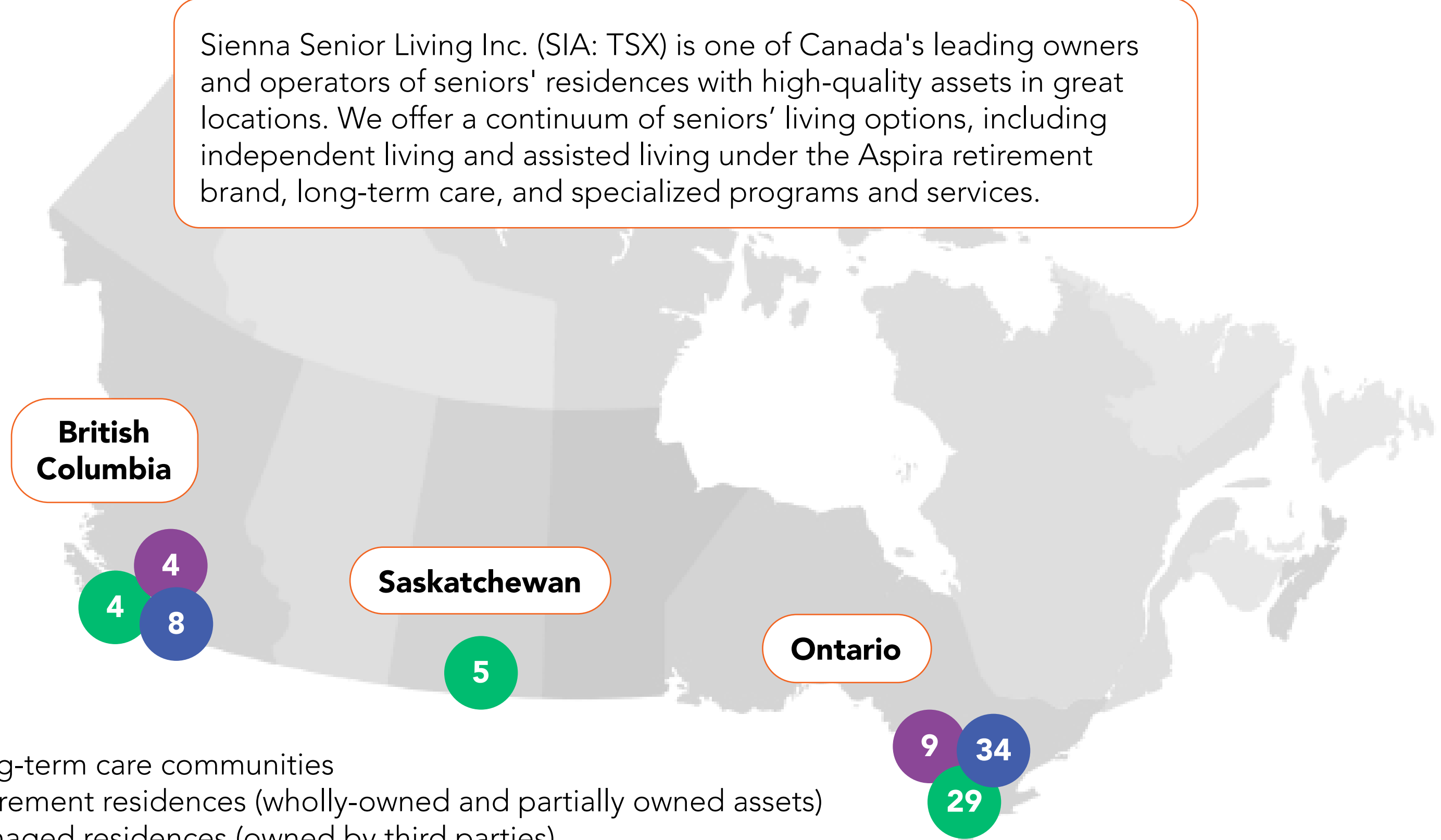
Since the publication of our inaugural ESG Report last year, we continued our tireless efforts to create positive change for our stakeholders and the communities we touch. We further integrated ESG into our overall strategy and daily business practices and are excited to share some of our progress in this report.

Sincerely,

**Nitin Jain**  
President and CEO



Sienna Senior Living Inc. (SIA: TSX) is one of Canada's leading owners and operators of seniors' residences with high-quality assets in great locations. We offer a continuum of seniors' living options, including independent living and assisted living under the Aspira retirement brand, long-term care, and specialized programs and services.



- Long-term care communities
- Retirement residences (wholly-owned and partially owned assets)
- Managed residences (owned by third parties)

As of June 30, 2022

**Long-term Care**

- Well-located care communities in Ontario and British Columbia
- High demand for long-term care with rapidly aging population
- Stable revenue stream supported by government funding for resident care

**Retirement**

- High quality residences in key Canadian markets in Ontario, Saskatchewan and British Columbia
- Community-focused service offerings and programs under the Aspira brand
- Development and expansion potential

**50**  
Years of Operation

**~12K**  
Team Members

**\$1.7B**  
Total Assets

**93**  
Properties

# Cultivating Happiness in Daily Life

Each of our actions and initiatives affects our residents' quality of life and well-being and impacts our team members and the communities we serve across the country. This is at the heart of what we do and is reflected in our newly defined purpose: Cultivating happiness in daily life.

It conveys our belief that our role does not stop at providing the highest quality of service and care to our residents - it goes much further. Each and every day, we will strive to bring happiness into our residents' lives by enabling our team to put their passion for their work into action and supporting families to bring joy into our homes. In retirement and long-term care, we are committed to helping residents discover happiness through personalization, choice and community engagement in a comfortable, home-like setting.

And in doing this each and every day, it supports Sienna's vision to be



## Canada's most trusted and most loved seniors' living provider.

With this vision, we will equally meet the needs and expectations of our residents, families, team members and the communities we serve.

## Building a Stronger Future for Our Team Members

### Investing in Team Members' Future

Sienna's Share Ownership and Rewards program (SOAR) was launched to recognize the compassion, effort and dedication that team members bring to Sienna's residents and communities every day. Every eligible employee has the opportunity to become a shareholder by being awarded a one-time grant of approximately \$500 of common shares to full-time employees and approximately \$300 of common shares to part-time employees. In addition, we put in place an employer matching program for employees who wish to further invest in and grow with Sienna.

**\$3.0M**  
initial investment



Celebrating the launch of SOAR at the TSX Market Opening Ceremony

## Committed to Responsible Waste Reduction

### Going Paperless

Reducing the amount of paper use and ultimately “going paperless” is an important aspect of Sienna’s waste reduction strategy. Team members are encouraged to minimize the use of physical paper whenever possible. Recent achievements include

**760K**  
sheets of paper saved

by going digital with respect to all accounts payable invoices and frequently updated policy and procedure manuals.

## Indigenous Relations and Reconciliation

### Moving Forward in the Spirit of Reconciliation and Collaboration

In 2021, enhanced emphasis was placed on Indigenous Relations and Reconciliation. As a company, we are committed to ensuring we do everything we can to understand what has happened in the past, acknowledge it and make amends to the best of our ability, over time.

### Team Member Education

We believe that education is an important first step to bring about reconciliation between Indigenous and non-Indigenous people. Sienna has partnered with **Reconciliation Education**, an Indigenous-owned organization, to provide resources for all team members.

### Philanthropy

In December 2021, Sienna for Seniors Foundation’s support for **Indspire**, a national Indigenous charity, helped establish a bursary award for Indigenous students in British Columbia who are pursuing education in nursing or health care assistant programs.

### Sienna’s Land Acknowledgement

We would like to acknowledge the Indigenous Peoples of all the lands that we are on and the importance of the lands which we each call home. We do this to reaffirm our commitment and responsibility in improving relationships between nations and to improve our own understanding of local Indigenous peoples and their cultures.

From coast to coast to coast, we acknowledge the ancestral and unceded territory of all the Inuit, Métis, and First Nations people that call this land home. We acknowledge the harms and mistakes of the past as we strive to move forward in a spirit of reconciliation and collaboration.

# Preserving our planet for future generations

We value the importance of improving the environmental footprint of our existing and newly developed residences. As the owner and operator of 93 seniors' living properties, we are a significant consumer of energy and water and a producer of waste. We strive to do our part to preserve our planet for future generations by improving the efficiency of our environmental management systems, while not sacrificing on the vital comfort and quality of care for our residents.



## Reduction of Energy and Water Usage

To understand our environmental impact and how we can better improve our environmental management systems, we have established a baseline by measuring our consumption in terms of natural gas, electricity and water usage for 2021.



### Decreasing Energy Consumption

Sienna completed major LED lighting retrofits at five properties in recent years, resulting in the savings of 1 million kilowatt hours (kWh) annually, representing an approximate 1.2% annual consumption reduction.

Sienna is pursuing lighting retrofits at additional properties, and is also currently **planning energy audits at its 16 properties in British Columbia, set to take place in the fall of 2022.**

### Conserving Water

Retirement residences and long-term care communities consume significant amounts of water as part of their daily operations. Finding ways to conserve water is an important sustainability initiative at Sienna. Flow Management Devices (FMD), among other water-saving technologies, are currently considered.

Water-saving technology will also be an integral component of Sienna’s development and redevelopment program, including Domestic Hot Water (DHW) systems and low-flow plumbing fixtures.

### Baseline for Natural Gas, Electricity, and Water Consumption

2021	Natural Gas [million m3]	Electricity [million kWh]	Water [million m3]
<b>Ontario</b>	10.8	70.5	1.23
<b>British Columbia</b>	2.0	16.5	0.13
<b>Total</b>	<b>12.8</b>	<b>87.0</b>	<b>1.36</b>

•Baseline amounts are based on properties owned as of December 31, 2021

## Waste Management and Diversion

Sienna has a long-standing commitment with respect to waste diversion.

Our waste disposal strategy includes

- embedding recycling processes in our residences
- launching new programs to divert organics and food waste
- leveraging software for better waste tracking, and
- stringent care in our disposal of hazardous and biomedical waste

Understanding our waste trends, diversion rates and identifying opportunities for improvement is an important aspect of our waste disposal strategy. In cooperation with our waste management partner, we intend to implement a new waste tracking software that can be leveraged to track waste and other ESG-related metrics.

**We expect to implement waste tracking software by the end of 2022.**

### Recycling Non-Hazardous Waste

Through our partnership with a leading waste solutions provider, multi-stream recycling programs are in place at all of Sienna's retirement residences and care communities. Sienna's recycling programs ensure that all paper fibers, cardboard, steel, metals, glass, and rigid plastics are correctly recycled. We also strive to ensure all residents and team members are educated to support Sienna's recycling programs and maximize waste diversion.

### Diverting Food Waste

Sienna has also made a commitment to launch an organics program across its entire portfolio, diverting food waste and organic material away from landfills and into a compost or digestion stream. To date, such programs are already in place at homes in the Greater Vancouver Area and at a number of Ontario locations.

**Sienna intends to complete the implementation of this program at all locations by early 2023.**



### Disposing of/Recycling Hazardous Waste

Sienna is committed to ensuring hazardous waste is correctly disposed of across all residences and care communities. All hazardous materials, including light bulbs, paint, chemicals, cleaners, batteries, propane tanks, and electronic waste are collected separately and properly disposed of or recycled.

### Disposing of Biomedical Waste

Sienna has also made a commitment to add biomedical waste disposal programs at all locations, ensuring the correct disposal of cytotoxic materials, rapid antigen tests and sharps, so they would not end up in the non-hazardous waste stream.

### Going Paperless

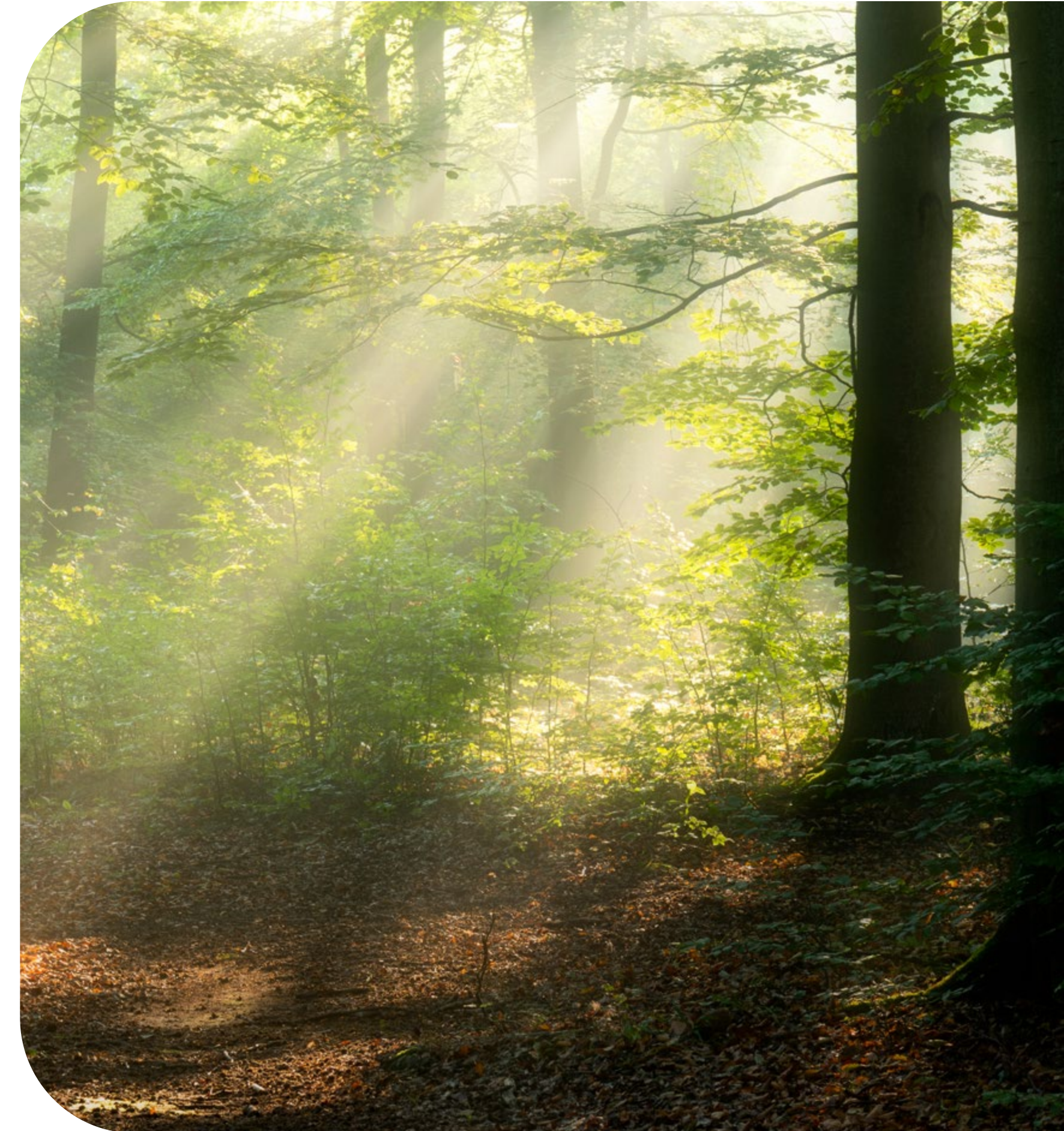
Reducing the amount of paper use is an important aspect of Sienna's waste management strategy. Team members are encouraged to minimize the use of physical paper whenever possible.

For example, Sienna's long-term care communities and retirement residences have recently moved away from printing their frequently updated policy and procedure manuals in favor of digital documents.

This change alone will save approximately **200,000 sheets of paper.**

In addition, Sienna's accounts payable department has transitioned to a paperless process with respect to all accounts payable invoices. This change has eliminated approximately 150,000 invoices from being printed annually, saving approximately **560,000 sheets of paper.**

**760K**  
sheets of paper  
saved



## Addressing Climate Change through Redevelopments and Retrofits

Redeveloping and retrofitting our portfolio is an opportunity to address the environmental impact in both Sienna's existing residences and the development portfolio as we adopt environmentally-friendly designs and install energy-efficient features, all with the goal of significantly reducing the environmental footprint of these properties and lower carbon emissions.

We have also committed to upgrading our existing residences to elevate the experience of our residents and the work environment for our team members and for infection prevention and control enhancements. Sienna invested an additional \$2 million in one-time capital upgrades on top of our regular annual maintenance capital expenditures in 2021.

**\$2.0M**  
additional capital  
upgrades in 2021

The redevelopment of Sienna's older Class C long-term care communities is a dominant part of our current development initiatives and strategy, and will include

- energy-efficient heating and cooling systems
- indoor and outdoor LED lighting systems and enhanced lighting control
- high-efficiency equipment and motors
- water-saving technology, including low-flow plumbing fixtures
- efficient DHW systems
- updated energy-efficient windows and fixtures
- improved building insulation (increased R-value)
- efficient building automation equipment (HVAC)

### **Northern Heights and Cedarvale Redevelopments**

To date, Sienna has started the redevelopment of two Ontario long-term care communities which are located in North Bay and Keswick. Based on current projections, we anticipate annual energy savings between 35 – 45% in the redeveloped care communities compared to their pre-development consumption.





# A people-centred partnership in care

At Sienna, we strive to bring happiness into our residents' lives by enabling our team to put their passion for their work into action.

We are also deeply embedded in the communities in which we operate.

# Our Residents

Sienna's purpose to cultivate happiness in daily life underpins all that we do beyond the exemplary care that we strive to provide based on each resident's needs. We offer a range of senior living options with different levels of care, as well as activities, programs, and dining options that ensure residents can live the life they desire and deserve.



## Seniors' Living Options

Our homes provide a range of services and programs based on an individual's needs and level of independence - from a high level of independence to extensive assistance with activities of daily living or access to 24-hour nursing care. Personalization, choice and community engagement are at the heart of everything we do, no matter what level of accommodation or care a resident may require.

**Seniors' Apartments** allow residents to live completely independently and enjoy full access to residence amenities and leisure programs. Residents can pick from a selection of à la carte housekeeping and meal services. All suites include kitchens, so that residents can cook for themselves. As health needs change, residents can transition to independent or assisted living services.

**Independent Living** allows residents to life fully, every day in a welcoming environment that offers peace of mind, lots of activities, attentive service, and 24/7 on-call emergency support.

**Assisted Living** is for those who need a bit more assistance and support to continue to enjoy independence.



**Memory Care** is an all-inclusive and supportive environment that caters to residents with cognitive declines that require essential support..

**Long-term Care** is for residents who require extensive assistance with activities of daily living or access to 24-hour nursing care while ensuring they are enjoying the pleasures of every day through personalization, choice and community engagement. Long-term care can be accessed by all Canadians, regardless of income.

## Resident and Family Satisfaction

Our desire to learn from and engage with our stakeholders is reflected in the strong results from resident and family satisfaction surveys. The latest survey from the fall of 2021 showed **80%** of our residents and nearly **90%** of their families recommended Sienna's long-term care communities.

Similarly, at our retirement residences, the overall satisfaction score, which included quality of life, quality of services and willingness to recommend Sienna, was **83%**.

We also measure the satisfaction of our communication with families through pulse surveys, with most recent surveys indicating an **82%** satisfaction rate with respect to content and frequency of our communication.

**80%+**  
of residents would  
recommend Sienna

### In Our Long-term Care Communities

Key areas of strength identified by **residents**

- opportunities to communicate
- safe and maintained surroundings
- access to outdoors/fresh air
- respect shown

Key areas of strength identified by the **families of residents**

- well-informed
- aware of precautions
- opportunities to communicate
- staff respectful/friendly

### In Our Retirement Residences

Key areas of strength identified by **residents**

- respect shown by maintenance staff
- respect shown by housekeeping staff
- respect shown by the general manager



## Key Area of Improvement

In Sienna's 2021 resident surveys, dining experience was identified as the primary area for focus. **Enhancements to the dining experience** are key features of both our new long-term care and retirement platforms, both of which are being **rolled out in 2022**.



## Enhancing Residents' Dining Experience

A great dining experience is an important aspect in the life of residents. At Sienna, we strive to continually improve our residents' dining experience and engage residents and their families in the menu planning process. More choices, locally sourced foods and continuous improvements to menus are key aspects of the new long-term care platform. In our retirement residences, we are rolling out Nourish by Aspira, striving to achieve culinary excellence.



Our long-term care communities are in the process of revitalizing their dining experience, with dining to be led by an executive chef.

Our long-term care communities are also refreshing and enhancing S-Cafés, re-introducing the social aspect of eating and standardizing these spaces with a focus on specialized programming. S-Cafés provide alternative dining spaces for residents and their loved ones to enjoy.

### Locally Sourced Foods

At Sienna, we are proud of the relationships we have with our local food partners – an important aspect of staying connected to our local communities. This includes sourcing vegetables from local farms, working with local bakeries, featuring local cheeses or other artisan products and participating in farmers' markets. It also means engaging vendors who source food locally, using seasonal products whenever possible. In many cases, residences have vegetable and herb gardens that serve double by providing local food and helping residents stay active and engaged.

### Nourish by Aspira

Our retirement operations provide a culinary experience at every meal through our Nourish by Aspira culinary program. We provide our residents with the information and options to personalize their culinary experience by offering menus that are fresh, well considered and delicious.



## Improving Family Communication

Sienna has created standards for communicating with all families. Every home provides family members with an e-newsletter on a monthly basis and holds regular town halls, giving the opportunity to hear updates and ask questions.

In 2021, Sienna issued more than **1,200 newsletters** and held almost **540 town halls**. Along with call centre support, close to **200,000 automated individual messages** were sent, ensuring families were informed about more urgent news at their loved one's residence.

As part of our commitment to ensuring families and residents help shape Sienna-wide guidance related to care and service, we have established two groups - a **Family Advisory Group** and a **Resident Advisory Group**. Each group provides input on organization-wide initiatives that help us improve care and quality of life for our residents. We took great strides throughout 2021 to implement changes based on the feedback we received from our residents and families.

## Being Open to Feedback

Our approach to achieving high resident and family satisfaction is to continue to do what we do well, listening to what residents and families have identified as key areas of improvement, and taking action.

The 2021 resident and family surveys highlighted the overall satisfaction of Sienna's residents and families with respect to being kept informed, being listened to and our approach to communication.



“We have to be open to feedback and encourage residents, families and team members to bring forward their concerns so that we can work collaboratively towards a resolution.”

**Cathy Van Beek**, Executive Director at Bradford Valley

## Engaging Our Residents

### Recreation and Leisure Programs

In consultation with our residents and their family members, Sienna's recreation teams offer recreation and leisure services for the mind, body, and spirit that contribute to residents' overall health, wellness, and enjoyment of life.

### Cyber-Seniors

Seniors may experience social isolation, especially if they are limited in their mobility, or if their families live far away. Teaching seniors how to communicate meaningfully, using modern technology, offers many opportunities, and has become an enriching experience for many.

Technology also provides seniors unlimited access to explore topics of interest, learn about new experiences, and access sources of entertainment - all of which have the potential to significantly enrich their lives.

Sienna joined the Cyber-Seniors movement as its national seniors' living partner. In collaboration with the University of Toronto Health Sciences Faculty and the Cyber-Seniors team, Sienna created a best practices manual that supports our residents in expanding their social lives through technology.

### Active by Aspira

This program provides residents at Sienna's retirement residences with a variety of opportunities to stay active and prioritize their health and wellness goals. Choices include group fitness classes by certified instructors, monthly fitness challenges, and a monthly fitness centre orientation, as well as daily access to an on-site fitness centre.



### Dare to Dream

The Dare to Dream program helps residents fulfill dreams that they might not be able to accomplish themselves due to illness or lack of financial support.

Recently, the team at Trillium Care Community in Kingston, Ontario helped Cindy Whan fulfill her dream to visit her former home in Plevna, roughly two hours away from Kingston where Cindy's parents owned a tourist resort on a lake with beautiful sandy beaches. Cindy and each of her siblings were allotted property and raised their children on the lake, surrounded by cousins, aunts and uncles.

Since moving into Trillium, Cindy dreamed about visiting again and was very surprised and elated to learn that the Trillium team arranged for her to visit for a couple of days. "It was the best thing that has happened to me in a long time," said Cindy.

### Explore by Aspira

This program is available at Sienna's retirement residences and aims to help residents connect with others, continue learning, or pick up a new hobby.

An initiative under this signature program is **Masters Academy**, a year-round, semester-based educational program featuring expert-taught courses on a variety of topics including, history, religion, health, science, and lifestyle interests.

### P.S. I Love You

"P.S. I Love You" is a Pen Pal program linking Toronto seniors with young teens. It was started by Aryelle Sigulim, then 12, who wrote letters to her grandparents at our Kensington Place Retirement Residence and then eventually to their friends. The program is now organized through different schools and residences, and has connected teens with hundreds of seniors in Toronto.



**Aryelle Sigulim**, Founder of P.S. I Love You

### Resident Ambassador Program

Creating opportunities for personal growth, self-determination, and informed decision-making are the key goals of the Resident Ambassador Program. Ambassador roles include many daily activities, like picking up and delivering newspapers to other residents, gardening and acting as tour guides.

Being an Ambassador provides residents with the opportunity to be involved in meaningful leisure experiences and a sense of purpose while contributing to a positive culture within their care community.

### Ron Fox – Recipient of the Retirement Homes Regulatory Authority’s 2021 Resident Champion Award

Ron Fox, a resident at our Aspira Quinte Gardens Retirement Residence, brings joy to his fellow residents by organizing multiple annual events, including an annual duck hatching program and a Miniature Christmas Village display. The duck hatching program spearheaded by Ron procures, cares for, and re-homes ducks on an annual basis. His fellow residents get to watch the ducklings grow first hand in a dedicated common space in their home, which often has an emotional impact on their lives. The second annual event is a Miniature Christmas Village display, a stunning winter wonderland featuring movable scenery, redesigned local landmarks, and beautiful model trains.

Both programs are locally admired and through these programs, Ron embodies what it means to be a Resident Champion.



**Ron Fox**, Resident Champion and resident at Aspira Quinte Gardens

## Improving Quality of Care

Our goal is to provide every resident with holistic and integrated care based on best practices and continuous quality improvement.

We strive to strengthen the care we provide by leveraging insights from quality indicators, clinical reviews and inspection reports.

### Quality Committee

Sienna's Board of Directors established a Quality Committee to enhance its oversight of key resident quality and risk indicators. These indicators include resident care, resident satisfaction, safety and many other initiatives directed toward improving the overall quality of resident life.

The Quality Committee meets quarterly to review key performance indicators and action plans.

### Seniors Quality Leap Initiative

As part of Sienna's commitment to improving clinical quality and safety for seniors, Sienna is a member of **Seniors Quality Leap Initiative** (SQLI), a group of large long-term care providers from across North America that shares quality indicators and benchmarks against international standards. SQLI members share best practices to improve clinical quality and quality of life for seniors and have the opportunity to participate in research related to quality of care.

Sienna performs in the 80th percentile for all indicators and outperforms the consortium average in 22 of 27 indicators according to the most recently available Q4 2021 data.

Sienna is also involved in collaborative initiatives with SQLI, including the development of a Family Quality of Life Survey.



### Accreditation

Sienna's care communities participate in third-party assessments, supporting the ongoing process of quality improvement and operational excellence.

In December 2022, **Accreditation Canada** will conduct a new survey for our long-term care communities in the province of British Columbia where we currently hold an award of **Exemplary Standing**.

The **Commission on Accreditation of Rehabilitation Facilities** (CARF) Survey is scheduled for November 2022 with respect to Sienna's care communities in Ontario. We currently hold the highest achievement status – **Aspire to Excellence**, a three-year award.



## Enhancing Residents' Physical and Mental Wellbeing

Sienna participates in various programs and collaborates with stakeholders in the seniors' living sector to make improvements to residents' physical and mental wellbeing.

### BOOMR

BOOMR (Better Coordinated Cross-Sectoral Medication Reconciliation) is an award winning pharmacist-led medication reconciliation program that drives improvement in medication safety during care transitions of residents from a hospital to a care community or retirement residence. This clinical program is based on a 2019 collaboration between CARE Rx and Sienna's Bradford Valley and Woods Park care communities and has resulted in an **83% improvement in resident satisfaction** and **zero medical incidents** with medication reconciliation.

The rollout of this program at six additional Sienna care communities showed similar results and efficiencies. We have now started **rolling out the program at our remaining care communities in Ontario with expected completion by Q1 2023**.



Sienna Senior Living

### Palliative Care Program

In April 2022, Sienna entered a collaboration with Pallium Canada to offer Learning Essential Approaches to Palliative Care (LEAP). LEAP provides core competencies training to all Sienna team members, allowing for a consistent system wide understanding and application of how we approach palliative care across our care communities.

The virtual training program offers three streams of learning geared to each type of health professional: LEAP Long Term Care, LEAP Support Worker and LEAP Supportive Care Assistant. By the end of June 2022, approximately **275 team members** completed or were in the process of **completing their LEAP training**.

Equipping our teams with these additional palliative care skill sets will allow for early identification of residents who can benefit from a palliative care approach. Timely advance care planning and goals of care conversations can help further identify residents with complex care needs who can benefit from a palliative care specialist.

An estimated  
**1 million Canadians**  
 will be living with  
 dementia by 2031

### Dementia Care

Sienna is committed to ensuring that residents living with dementia are respected, supported, and that the care provided is inclusive of the resident, family members, caregivers, team members, volunteers and other stakeholders. As the needs of residents change, so do our approaches and strategies.

**Dementia Resource Guide** – With the help of a resource guide, we promote awareness and provide strategies, tools and communication pathways for our team members to deliver enhanced person-centred care to individuals living with dementia. It is crucial for team members to understand the various programs, care initiatives, and innovations available to support residents and families living with dementia. We want to ensure our team members have the tools and resources needed to support those living with and touched by dementia.

**Gentle Persuasive Approaches Training** – As part of our commitment to supporting team members in working with people with dementia, Sienna has partnered with **Advanced Gerontological Education** to help team members learn about the Gentle Persuasive Approaches and better understand dementia with the goal of improving responses to resident care needs.

### Supporting Families

Sienna offers **wellness seminars free to all families** to help them manage stress, understand the aging process and other related subjects and created a special section on its website to provide easy access to important resources.

Sienna is also a proud supporter of the **Ontario Residents Council Association** which plays an integral role in supporting residents through their council work at each of our care communities.





## Enhancing Resident Care and Services through the Use of Technology

### Integrated Medication Management

In support of resident safety, we implemented a program called Integrated Medication Management in Ontario in 2021, with the **goal to roll it out in British Columbia in 2022**. Integrated Medication Management provides seamless integration with the electronic health record of the resident and the pharmacy.

Practitioners can communicate using a text message app, access resident health information, and review the resident electronic record to promote timely care coordination and decision making to meet resident care needs. We continue to leverage additional medication technology systems to keep residents safe.

### Automated Screening

Automated screening of individuals entering our homes is in place across Sienna and includes additional functionality with respect to streamlining paper screening tools and vaccination reports. This technology advancement adds to our suite of tools and resources to screen and protect our residents, their caregivers and team members. In the future, the program will also be used to share important messages with team members and visitors.

### A Family and Visitor Scheduling Tool

In 2021, Sienna implemented a cloud-based scheduling tool to support family members, friends, and other visitors to self-schedule visits with their loved ones during the COVID-19 pandemic.

The tool allows visitors to book online and enables team members to easily manage the scheduled visits.

This scheduling resource has become a permanent service at Sienna and its use has been expanded to include the management of tours for prospective residents and family members and many other appointments that residents may have, ultimately helping team members streamline their work.



# Our Team

With approximately 12,000 team members, our team members are our most important asset. Creating a positive experience and supporting personal and professional growth are key objectives at Sienna.

## Diversity, Equity and Inclusion

We value attracting and retaining a diverse team while nurturing a culture in which women and people of diverse backgrounds have equal opportunity to achieve their potential.

### A Leader in Gender Diversity

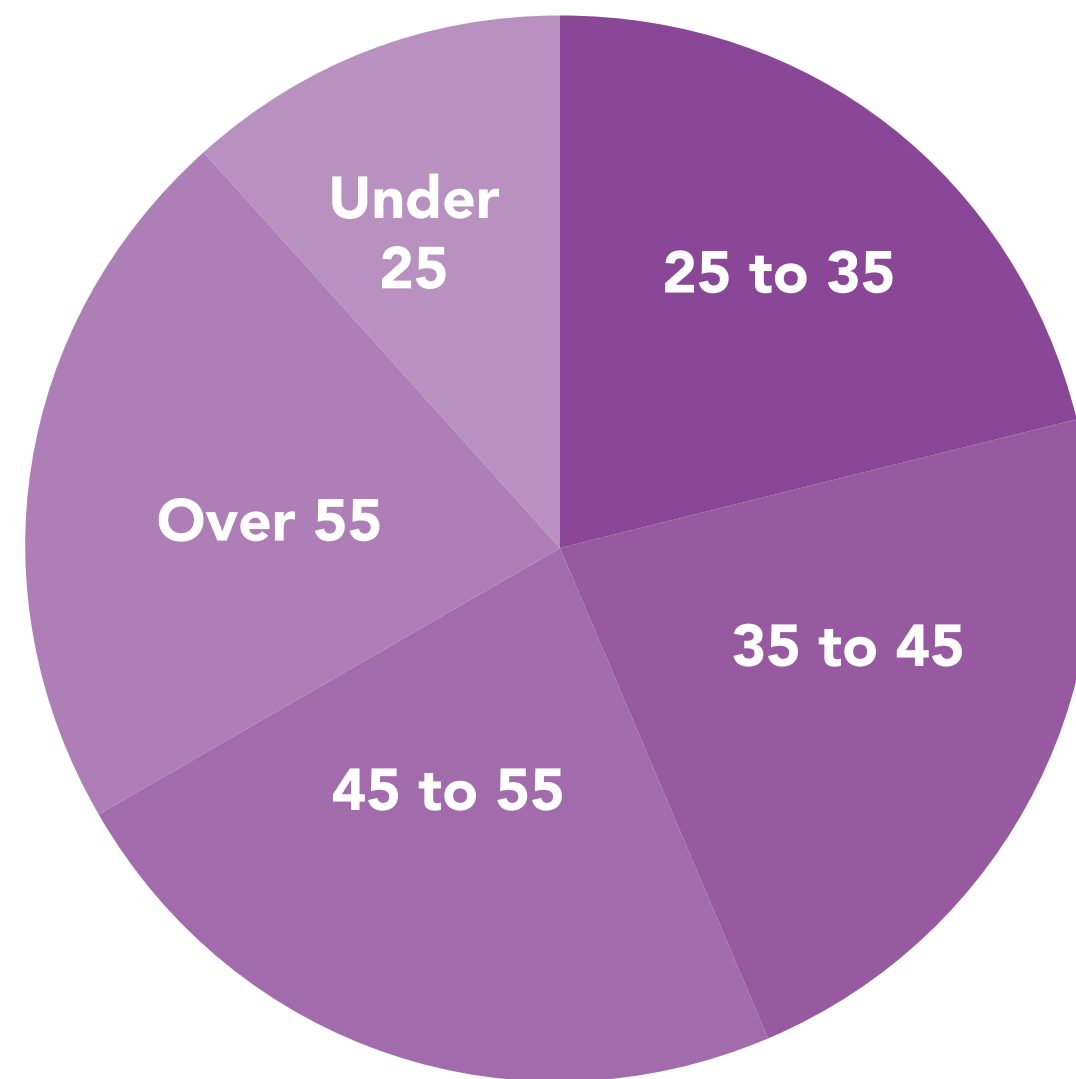
In line with industry norm, Sienna's total workforce is predominantly female, with approximately 88% of our team members being women as of July 31, 2022. The high percentage of our female workforce is also reflected in our senior leadership positions with approximately 78% of the Sienna's 390 leadership positions and 44% of its executive officer positions being held by women.

**78%**  
female leaders

### A Place Where Everyone Can Thrive

We strongly believe that everyone, regardless of age, should be able to reach their full potential and live life fully, every day. This applies as much to our team as it does to our residents. Different generations bring a variety of perspectives and an intergenerational team is crucial for the success of Sienna and the quality of care and services we provide to our residents. This belief is reflected in our workforce, which is well distributed across a broad age range.

### Age of Sienna's Workforce



### Valuing People of Different Backgrounds and Race

At Sienna, we believe that diversity is a strength and that all team members should enjoy equal opportunities to unlock their potential and grow their careers.

As of July 31, 2022, 22% of Sienna's senior executives identified as Black, Indigenous and People of Colour (BIPOC).



### Indigenous Relations and Reconciliation

In 2021, enhanced emphasis was placed on Indigenous Relations and Reconciliation. As a company, Sienna is committed to ensuring we do everything we can to understand what has happened in the past, acknowledge it and make amends to the best of our ability over time. We believe that education is an important first step to bring about reconciliation between Indigenous and non-Indigenous people. Many people did not learn about Indigenous History in the Canadian school system.

Sienna has partnered with **Reconciliation Education**, an Indigenous-owned organization, to provide resources for all team members. To mark Canada's first **National Day for Truth and Reconciliation** on September 30, 2021, team members were encouraged to support reconciliation through various initiatives. In addition, team members were provided with a series of learning sessions covering the Colonial Lens, Treaties, Residential Schools, and Indigenous Relations and Reconciliation. Sienna is committed to being inclusive and acknowledges the pain and suffering that the Indigenous members of our team and residents may have experienced.



## Fair Compensation and Gender Pay Equity

At Sienna, we believe that compensating our team members fairly is not just something they deserve, but will keep them engaged, inspire them to give their best and is an important aspect of our overall human capital management strategy.

### Compensation Above Minimum Wage

Over 99% of Sienna's frontline team members earn more than the minimum wage with approximately 63% of Sienna's frontline team members earning at least 50% above minimum wage.

### Sienna Ownership and Rewards Program

The Sienna Ownership and Rewards Program (SOAR) is an investment in building a stronger future for our team members by incentivising them to become owners of Sienna. SOAR awards common shares of Sienna to all permanent team members who have been with the company for one year or longer. Pursuant to the program, Sienna provides every eligible team members with the opportunity to become a shareholder by awarding a one-time grant of approximately \$500 of common shares to full-time team members and approximately \$300 of common shares to part-time team members. In addition, Sienna introduced an employer matching program for team members who wish to further invest in Sienna.

### Gender Pay Equity

With respect to gender pay equity, across our long-term care and retirement operations, male and female frontline team members in similar positions receive comparable compensation.



Sienna Senior Living

## Team Member Recognition

### **Maria Fain – Recipient of the BC Care Provider of the Year Award**

Maria Fain is a Health Care Aide at our Brookside Lodge Care Community in British Columbia. Maria is the epitome of excellence in care and has mastered the fine balance between completing tasks required in a day and ensuring that residents receive top quality care. She has been instrumental throughout her time at Brookside Lodge and is known for spearheading different projects and for her commitment to continuous learning towards the goal of improving care for seniors.

For example, Maria took part in revamping the care that was provided to residents who were diagnosed with dementia. After preparing and learning for this project, she assisted residents in finding their purpose and also reduced their responsive behaviors through initiatives such as doll therapy, sensory therapy and job boards. This and many other contributions have positively affected residents at Brookside Lodge, earned her the praise of her colleagues and ultimately the prestigious BC Care Provider of the Year Award, which was awarded to Maria in February 2022.

“Life is beautiful and I am grateful for the many years of working at Brookside Lodge, my second home, and being nominated and winning as BC Care Provider of the Year in Long-Term Care.”

**Maria Fain**, Health Care Aide at Brookside Lodge



## Team Member Satisfaction and Engagement

At Sienna, we strive to offer our team members a workplace where their voices are heard.

### Team Member Engagement Survey

In October 2021, Sienna conducted its annual employee satisfaction survey, a third-party survey providing every team member the opportunity to voice their opinions. Feedback from these surveys provides leaders with important insights with respect to their team members' level of engagement and allows them to build and implement action plans to improve engagement and enhance the team member experience.

Based on the 2021 survey results, **84% of Sienna's team members feel they are able to do meaningful work every day**. These results, which are in line with pre-pandemic results, are quite strong, given the challenges the seniors' living sector has experienced throughout the pandemic.

Our survey participation was 62% and the engagement score was 7.1 in 2021, compared to 58% with an engagement score of 6.8 in 2019, the previous time an engagement survey was conducted.

### Team Member Communication

Effective communication with our team members is essential and has a significant impact on engagement and our culture. At Sienna, we are committed to ensuring our team is well informed and two-way dialogue is promoted.

**Crew** - In 2020, we launched Crew, an app that provides real-time updates to thousands of team members, allowing for enhanced communication, including from Sienna's head office, leaders at each site and amongst team members.

**Siennagram** - Sienna's bi-weekly e-newsletter provides useful information and updates to allow team members to stay in touch with what's happening at Sienna.

**Staying Connected** - Sienna's CEO has made communication with team members a priority through the "Staying Connected" program, which includes e-newsletters, videos and town halls open to all team members. In addition, he regularly visits our residences and care communities, cooking with team members, listening to ideas and concerns and participating in events. In 2021, he visited 48 homes.



### Tenure

The majority of Sienna's full-time, part-time and casual team members work at our long-term care communities and retirement residences. **Over 80%** of Sienna's workforce works in our long-term care communities. The average length of service of Sienna's full-time team members is 5.9 years at our long-term care communities, 3.1 years at our retirement residences and 3.0 years at our head office.



### Rosalyn Thattil – Activation Aide with Sienna for 20 years

Rosalyn demonstrates her true love for her residents each and every day. She is creative and uses her skills to improve the quality of her residents' lives. She recently created a contest asking family members for pictures of residents when they were younger and then getting residents and team members to identify who they are. Everyone loves the "Who am I" contest. Rosalyn also created murals in the dining room to upgrade the look and improve the mood. She even cancelled her Christmas holidays so that residents would not be alone at Christmas.

"Rosalyn genuinely cares for her residents and truly lives Sienna's purpose of cultivating happiness in daily life."

**Denise Bulmer**, Executive Director at Rockcliffe



**Rosalyn Thattil**, Activation Aide at Rockcliffe

## Talent Attraction and Retention

### Talent Acquisition

As part of our ongoing talent acquisition strategy, we expanded our collaboration with educational and government institutions and intensified our social media campaigns. To ensure a talent pipeline for future staffing needs, we enhanced our campus recruitment campaigns at key colleges and universities across Ontario and British Columbia. Sienna's collaboration with colleges and universities supported the placement of approximately 900 students during the six months from October 2021 until March 2022, with approximately 20% graduating in 2022.

**~900**  
student placements

We have provided placement opportunities to internationally educated nurses who are completing their provincial nursing certifications. Once certified, they are provided job offers at. In addition, we are working with an organization to support the settlement of Ukrainian refugees to provide opportunities in our local care communities with a pilot program currently underway in Northern Ontario.

### Strengthening Our Employer Brand

A strong employer brand is an important aspect of attracting and retaining team members. In collaboration with Sienna's marketing team, we are working on redefining our market segmentation to build a targeted program for current and prospective team members, including clear and compelling messaging about what it means to be a part of Sienna.

### Enhancing Onboarding

We are redesigning onboarding for four specific roles at our long-term care operations: Personal Support Workers, Nurses, Directors of Care and Executive Directors. Greater structure will ensure team members are welcomed, trained and supported prior to caring for residents.

### Performance Management

Creating an environment where people can thrive at work and perform to the best of their abilities is an important aspect of Sienna's performance management. Supporting our team members' personal and professional growth and career development is an important aspect of our performance management process. Performance reviews are conducted with unionized team members every two years and non-union team members on an annual basis.







## Learning and Development

Many learning opportunities are offered internally at Sienna, including orientation, on-boarding, train-the-trainer programs and on-line learning for team members with both mandatory and optional modules that can be accessed at any time. In addition, leadership development programs assist leaders in advancing their knowledge and skills to grow within Sienna.

**Sienna Academy** - A portal that provides a one-stop-shop for users to access curated content developed internally and externally. Its purpose is to help Sienna team members grow their careers through flexible, on demand learning that is relevant and engaging.

**LinkedIn Learning** - Sienna provides access to LinkedIn Learning through relevant learning paths that are customized to build and sustain learning.

**Manager Essentials** - A blended online and in-person learning opportunity to develop foundational people skills for effective day-to-day management of teams.

**Leadership Essentials** - An opportunity for leaders to learn and apply powerful concepts and tools to support the success of their teams and invest in building trusting relationships.

**Leadership Learning Bites** - Weekly emails with bite sized learning to continuously support their team members' physical, mental and financial wellness, elevate inclusive leadership and other leadership skills to drive successful teams.

**Diversity and Inclusion** - A program created in 2020 to foster safe, respectful and inclusive workplaces built on Sienna's values. In 2021, the addition of a powerful course was offered that provides education on Indigenous History and Reconciliation in Canada. This was created in partnership with Six Nations University of Canada and made available on our learning platforms for easy access.

**Community Experience Program** - This program offers team members at Sienna's head office the opportunity to go to a care community or retirement residence for the day and put themselves in the shoes of frontline team members and residents. It allows them to get the unique experience of seeing how their work impacts residents and those caring for them.



“This opportunity really opened my eyes and helped me understand what the team members, residents, and the family of residents experience on a daily basis. I will always remember this amazing experience and would definitely recommend this to everyone.”

**Marie Vitobina**, Contact Centre Agent at Sienna

Sienna Senior Living



In 2021, team members took advantage of the following learning opportunities:

- ~200** Managers participated in Manager Essentials (up 47% vs. 2020)
- 400+** Leaders participated in leadership training (new in 2021)
- 7,000+** Team members completed our Truth and Reconciliation Training
- 16** New eLearning modules created
- 10,000+** eLearning programs completed (in addition to mandatory training)
- 6,000+** Sienna Academy page visits
- 11,000+** Videos viewed through LinkedIn Learning licenses

## Investing in Our Leaders

**Director of Care Certificate in Clinical Leadership** – A clinical leadership program offered by York University and funded by Sienna supports new Directors of Care, Associate Directors of Care or aspiring RN nurse leaders. This program assists with honing leadership competences. Since the introduction of the program in 2015, 76 team members who graduated from this program were internally promoted to Associate Director and Director of Care roles.

**Community of Practice for Nursing Leaders** – In April 2022, Sienna launched a community of practice to allow a forum where nursing leaders can interact with nurses across Sienna, share their experiences with nursing in long-term care, and contribute to improving clinical practice across the organization.



Sienna Senior Living

## Labour Relations

Sienna’s labour strategy for the next three to five years is focused on educating our management teams at our local communities through a sustainable education platform that is integrated into the onboarding process. In addition, we continuously focus on cultivating our relationship with our union stakeholders and aligning our collective agreements to our long-term operational strategies.

We respect our team members’ rights to unionize. Sienna has a strong, positive relationship with union leaders and representatives at its 93 owned and managed residences. Sienna’s support of freedom of association and the right to collective bargaining is evidenced by the level of unionization in our residences, which includes approximately **109 collective bargaining units** and an approximate **85% unionization rate** among our team members.

Excluding management positions, the unionization rate is even higher at approximately **91%**.

**85%**  
unionization rate

## Health, Safety and Wellness

Promoting health, safety and wellness is fundamental to Sienna's culture and business and takes into consideration the many aspects of our team members' health and wellness through a number of initiatives and programs.

### **Maintaining a Healthy and Safe Work Environment**

We have a Health and Safety Committee that meets regularly, to ensure the maintenance of safe and healthy work conditions and compliance with legislative requirements. We also have well-defined policies, procedures and training. Our numerous wellness programs, include wellness workshops and self-paced e-learning with respect to physical and mental health, stress management and resilience.

### **Employee and Family Assistance Program**

This program supports team members and their families and helps them manage work, health, and life challenges. The support is provided by an independent service provider and covers a comprehensive range of needs, including critical incidence and mental health issues, family and financial issues, health and fitness advice, and various work challenges.

### **Workplace Insurance**

Every team member at Sienna is covered by workplace injury insurance through various provincial workers' compensation boards, including: WorkSafe BC, WorkSafe Saskatchewan, Workplace Safety and Insurance Board (WSIB) in Ontario, or private insurance carriers, as applicable.

### **Work-Life Balance**

Sienna is currently looking at various models to enhance the work-life balance of its frontline team members and is modeling new schedules in a pilot project, allowing team members more time at home while maximizing their hours on-site with residents. In addition to an improved work-life balance, this model is also expected to enhance resident engagement.

### **Right to Disconnect Policy**

Sienna is committed to supporting the social and emotional wellbeing of our team members. This includes encouraging our team members to maintain a healthy balance between work and personal time. Our Right to Disconnect policy supports this goal by outlining when team members can reasonably expect to disconnect from work. The policy requires that all team members, including managers, directors, and executives, respect each team member's right to enjoy time away from work-related

interruptions. Further, we ask that our team members be mindful of their mode of contact if they need to contact other team members outside of normal working hours for legitimate or time-sensitive business reasons (e.g., emergencies).

### **Physical, Mental and Financial Wellness Programs**

Helping our team members thrive physically, mentally and financially is fundamental for the success of our company. Sienna offers weekly online fitness classes, including various yoga, boot camps and Zumba classes. Sienna also offers virtual mental wellness workshops and organizes training and webinars with respect financial wellness and retirement readiness through large financial institutions.

An estimated **\$1.4M**  
invested in team member  
wellness programs

### COVID-19 Vaccinations

COVID-19 vaccinations have provided crucial protection for residents and team members in seniors' living settings and Sienna made it a priority to ensure that its team members and residents were well informed. We addressed vaccination hesitancy by engaging in-house medical experts to provide additional information through webinars and answer questions about the vaccines. In addition, we facilitated the vaccination process wherever possible by incentivizing team members to get vaccinated and by making it easier for them to get the vaccine. These combined efforts resulted in a **100% vaccination rate** among team members.

### Vaccine Contest

One of the incentives to get team members vaccinated was the creation of a vaccine contest to increase immunization among team members, who were given ballots for draws once they received one dose of a COVID-19 vaccine. Prizes were drawn at each vaccination mark of 75%, 80% and 85% and included awards of \$5,000, \$7,500 and \$10,000.

The grand prize ballot, a new car, was drawn at the 90% vaccination mark. A personal support worker at our Bradford Valley Care Community was the recipient of the car.



**Sonia Botas**, Personal Support Worker at Bradford Valley and winner of a new car in our vaccine contest

# Our Community Support

We are deeply involved in the communities in which we operate. We offer meaningful community-specific programs and outreach initiatives and support through research and partnerships that benefits the future of seniors' living.

## Programs and Outreach Initiatives

### Sienna for Seniors Foundation

The Sienna for Seniors Foundation was formed in April 2021 as part of Sienna's ongoing commitment to supporting the communities it serves across Canada. It allows Sienna to fund a variety of important seniors-related causes.

In connection with an enhanced focus on supporting mental health and wellness for seniors, Sienna made a \$250,000 donation to Scarborough Health Network in 2021 to support its new mental health hub which will provide quality care to seniors.

### Indspire

In December 2021, the Sienna for Seniors Foundation's support for Indspire, a national Indigenous charity, helped establish a bursary award for Indigenous students in British Columbia who are pursuing education in nursing or health care assistant programs.

### CaRES Fund

The CaRES Fund, which was launched by Sienna and a number of sector peers in 2020, has helped nearly 900 frontline staff who have been impacted by the pandemic with over \$2.9 million in emergency financial assistance to date.

#### Launch of Sienna for Seniors Foundation

to raise funds for a variety of important causes in Ontario and British Columbia



#### \$250,000 Donation

to Scarborough Health Network in support of new mental health hub



#### 900 frontline staff helped through CaRES Fund

launched by Sienna and sector peers in 2020



#### \$25,000 Indigenous Student Bursary

through Sienna for Seniors Foundations' support of Indspire's Building Brighter Futures



#### \$10,000 Flood Relief Support

provided to United Way in British Columbia by Sienna for Seniors Foundation

## Celebrating and Supporting the LGBTQ Community

Topics central to the LGBTQ community can often be overlooked in older generations, but understanding them can be learned at any age. Rosewood Retirement Residence in Kingston not only celebrated Pride month in June 2021 with a fashion show, but also held diversity and inclusion educational sessions for the residents leading up to the parade.



"I think it's really important that there is no generation gap – that no matter how old you are or how young you are, everyone supports everyone."

**Jade Davis**, Receptionist at Rosewood and participant at the residence's first ever Pride Parade in 2021

## Research and Partnerships

Sienna is committed to supporting and participating in research that benefits the future of seniors' living. In cooperation with our research and hospital partners, we focus on making advancements in innovative and collaborative care practices that help improve the lives of residents and support them in meaningful ways.

Some of Sienna's current involvements include:

Research Project Description	Research Partners
Implementing an <b>intervention to foster meaningful engagement and shared decision-making</b> in long-term care	University of Toronto
<b>Evaluating and enhancing</b> long-term care's <b>response to COVID-19</b>	McMaster University
Long-term care <b>remote monitoring initiative</b> using <b>Preview ED</b> ( Practical Routine Elder Variants Indicate Early Warning for Emergency Department) - a tool assisting care providers in <b>identifying early health decline</b> and provides steps for early intervention	Humber River Hospital
Model of interdisciplinary care conference design promoting a more <b>resident and family directed care assessment process</b>	Toronto Metropolitan University
PoET Evaluation (Prevention of Error-based Transfers) to <b>reduce consent-related errors during transition in care</b>	McMaster University William Osler Health System
<b>Secure data repository</b> for long-term care and retirement home data	McMaster University
Use of remotely-controlled technology to <b>mitigate the impact of isolation</b> on people living <b>in long-term care homes</b>	University Health Network



### Ethics and Research Committee

Sienna's Ethics and Research Committee is a standing committee formed as part of the ongoing enterprise-wide strategy to implement and monitor an ethics framework and processes to address ethics-related issues in the provision of safe, quality care of residents.





# Building trust through strong governance practices

Sienna is committed to maintaining the highest ethical standards and business conduct. We achieve this objective with the support of our strong governance framework, a diverse and gender-balanced leadership team, and an experienced and independent Board of Directors.

## Committing to Sound and Effective Corporate Governance

Sienna’s commitment to sound and effective corporate governance is supported by our strong governance framework.

### Diversity and Inclusion

We are focused on bringing together a multitude of perspectives, and are committed to being a leader in diversity, which includes gender, sexual preference, disability, age, ethnicity, culture and religion. Sienna has a diverse and gender-balanced leadership team and a well-rounded, independent and experienced Board of Directors, which adheres to the highest standards of governance.

### Board Composition (as of July 31, 2022)

**3 out of 8**  
board members are women

**2 out of 8**  
board members identify as BIPOC

### Management Composition (as of July 31, 2022)

Sienna endeavors to ensure that the candidate pool for any executive positions that become available in the organization reflects a commitment to diversity.

The President and CEO and the Chief Financial Officer and Executive Vice President both identify as BIPOC.

**4 out of 9**  
executive officers are women

**2 out of 9**  
executive officers identify as BIPOC

### Executive Compensation

For the “Say on Pay” Advisory Vote, shareholders voted 97% in favour of Sienna’s approach to executive compensation at Sienna’s most recent annual meeting of shareholders in April 2022.

**97%**  
shareholder approval in 2022



## Recognized for Effective Governance Practices

Sienna is committed to maintaining and improving the quality of our governance practices. Our efforts have not gone unrecognized.

### Featured in Globe and Mail's "Board Games"

Each year, the Globe and Mail's Report on Business section issues a feature called, "Board Games," which ranks corporate boards based on their governance practices. This feature ranks corporations on the four categories of board composition, shareholding and compensation, shareholder rights, and disclosure. In 2021, Sienna was ranked in the top quartile.

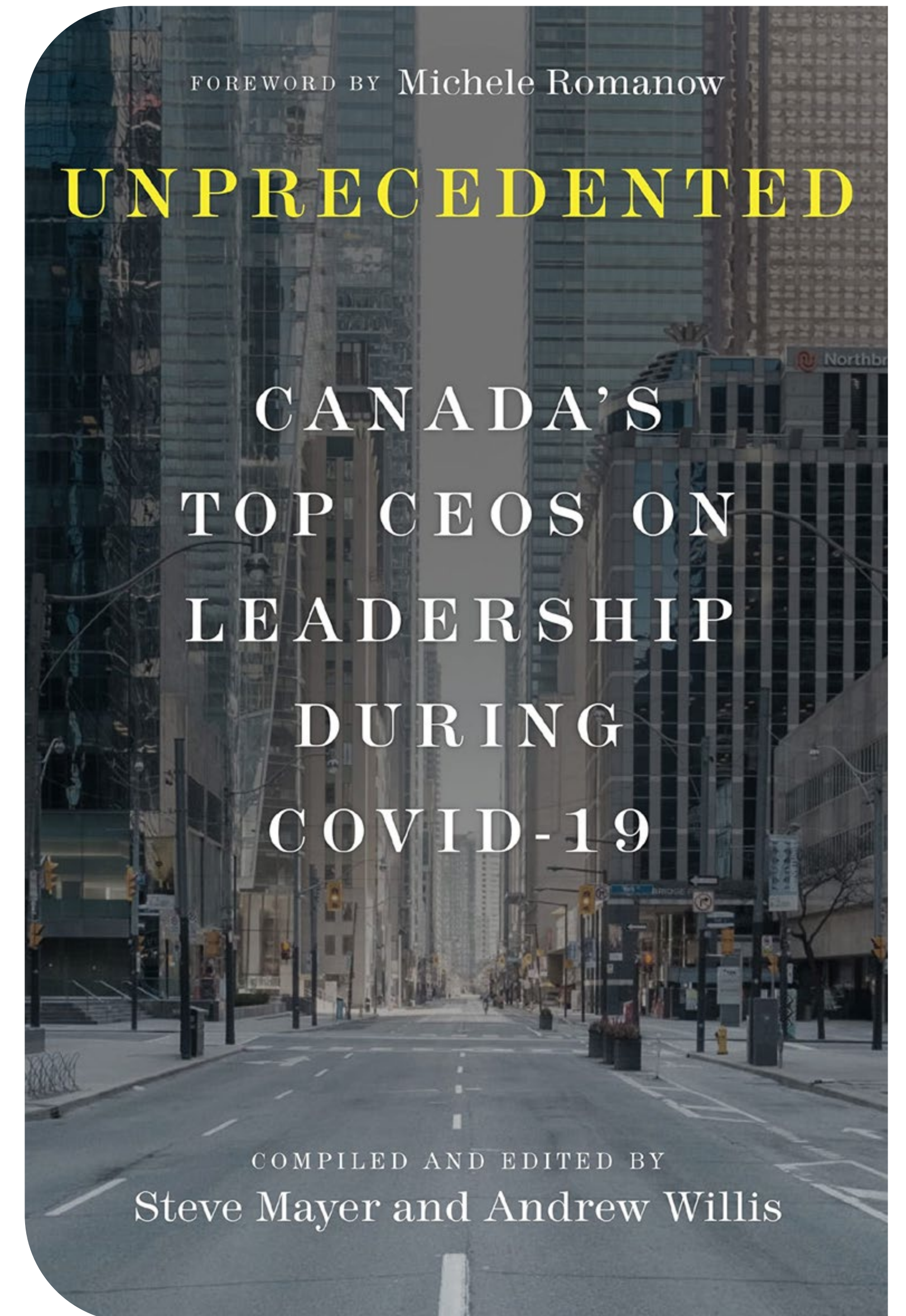
## Recognized in the Globe and Mail's 2022 "Women Lead Here" for commitment to gender diversity and support of female leaders

### Featured in Unprecedented

Sienna was featured in a chapter of Unprecedented, a new book about leadership that gives an in-depth look at how Canadian companies navigated through the pandemic. Net proceeds from the book sales are being donated to United Way Centraide Canada to aid pandemic recovery across Canada.

### Featured in Globe and Mail's "Women Lead Here"

Sienna is proud of its commitment to gender diversity. Sienna has been recognized with a place on the Globe and Mail's 2022 Report on Business "Women Lead Here" list. Out of 500 Canadian companies reviewed, 74 earned the 2022 "Women Lead Here" seal, including Sienna.



## Leading with Sound Business Ethics

### Code of Business Conduct and Ethics

Sienna's Code of Business Conduct and Ethics covers a wide range of business practices and procedures. It does not cover every issue that may arise, but sets out basic principles to guide all directors, officers, and team members of Sienna. All directors, officers, and team members must conduct themselves accordingly and seek to avoid even the appearance of improper behaviour.

### Whistleblower Policy

Sienna is committed to conducting our business in a lawful and ethical manner. Directors, officers, managers, team members, are expected to talk to supervisors, managers, or other appropriate personnel about concerns they may have in respect of illegal or unethical behaviour and, when in doubt, about the best course of action in a particular situation. It is the policy of Sienna not to allow retaliation for reports of such conduct made in good faith.

### Disclosure and Insider Trading Policy

Sienna's Disclosure and Insider Trading Policy helps to ensure that Sienna complies with the requirements of securities legislation and the rules of the stock exchange by setting out procedures and guidelines

- to deal with confidential information
- to ensure that communications to the investing public are timely, factual, accurate, and broadly disseminated in accordance with all applicable legal and regulatory requirements
- to provide team members with guidelines regarding trading in Sienna securities

### Enterprise Risk Management

Sienna manages risk through its enterprise risk management (ERM) program. The ERM framework sets out principles and tools for effectively identifying, evaluating, prioritizing and managing risk. We conduct an annual ERM assessment related to four major categories: strategic, operational, compliance, financial and reporting. The assessment is overseen by the senior management team and the results are reported to the Board of Directors.

### Emergency Preparedness

At Sienna, we are committed to providing a safe environment for our residents and team members. Our team members are trained and tested on emergency preparedness procedures. Emergencies are coded by colour to ensure a quick and coordinated response (e.g., code red for fire). Our team members undergo drills and exercises for all codes as per provincial regulatory requirements. For example, team members with delegated responsibility for the safety of other occupants complete fire drills every month for every shift.

For more information on Sienna's governance policies, please visit our website at <https://www.siennaliving.ca/investors/management-governance/governance-policies>

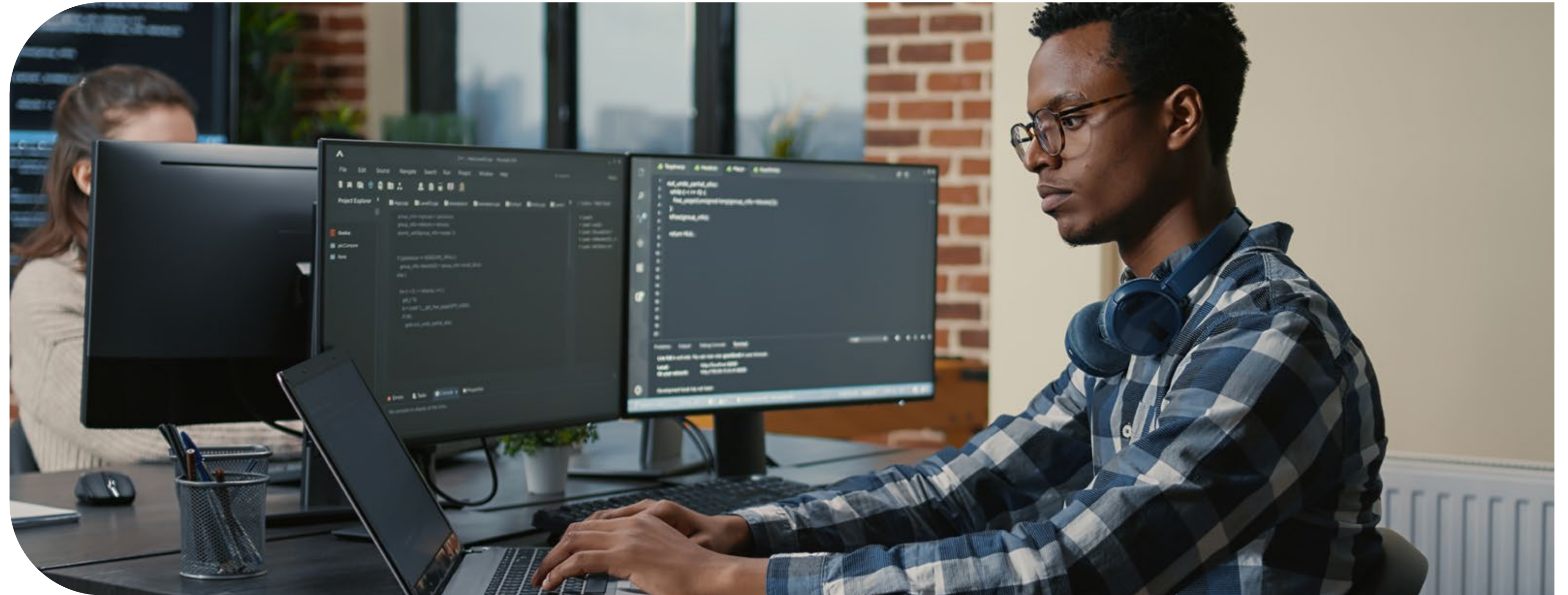
## Securing Data and Personal Information

Sienna actively reviews best practices to protect personal health data and other confidential information by continuously providing cybersecurity training for staff and ensuring strong data privacy protection policies are in place.

### Safeguarding Personal Information

Sienna believes that securing the personal information of residents is of the utmost importance. Thus, reasonable administrative, technical and physical safeguards have been put in place in an effort to protect against loss, theft or unauthorized access, use, copying, modification, disclosure and disposal of personal information in our custody and control. Access to information is on a need-to-know basis to team members. Authorized service providers who require access are only provided with information sufficient to fulfill their job requirements. Additionally, our information retention processes are designed to hold information for no longer than necessary for the purposes stated above or to otherwise meet legal requirements.

For more information on the ways in which we collect, use, disclose and otherwise manage personal information, please see [Sienna's Privacy Policy](#).



### Cybersecurity Training for Team Members

The Sienna Senior Living Cyber Security Team has launched a new security training initiative. This initiative shares educational tools that assess and improve general cyber security knowledge for team members both at work and at home. As part of its onboarding processes, Sienna team members are required to complete cybersecurity training, which includes modules such as Workplace Security in Action, Working from Home, and Data Protection.

## Enhancing ESG Programs and Initiatives

### ESG Steering Committee Charter

The ESG Steering Committee Charter provides that the purpose of the ESG Committee is to support Sienna's ongoing commitment to environmental protection, health and safety, corporate social responsibility, corporate governance, sustainability, and other public policy matters relevant to Sienna. We take into consideration the impact on residents and their families, team members, investors and other stakeholders with respect to ESG-related matters. The Committee Chair reports regularly to the board regarding ESG initiatives and outcomes.

The Committee's general duties and responsibilities include, among other tasks, a mandate to assist with and recommend ESG-related changes to policies and practices. The Committee oversees Sienna's ESG reporting and disclosures, puts systems in place to monitor and track ESG matters, and informs the board and management on any current emerging ESG trends.

**Expansion of the ESG team** - Sienna values the perspectives of our diverse workforce. We expanded our ESG team to include at least one member from each of our departments. This facilitates efficient interorganizational communication and builds internal support for ESG initiatives.

**Regular ESG meetings** - We hold regular ESG meetings to implement ESG initiatives into our day-to-day practices. Team members have a platform to provide feedback and suggestions.



### Information and Feedback

For more information about Sienna's sustainability initiatives or to provide feedback, please visit our website at [www.siennaliving.ca/investors/esg](http://www.siennaliving.ca/investors/esg) or email us at [sustainability@siennaliving.ca](mailto:sustainability@siennaliving.ca).

*Forward-looking Statements:* Certain statements contained in this report are forward-looking statements and are provided for the purpose of presenting information about Sienna's current expectations and plans relating to the future. Readers are cautioned that such statements may not be appropriate for other purposes. These statements generally use forward-looking words, such as "anticipate," "continue," "could," "expect," "may," "will," "estimate," "believe," "goals" or other similar words. These statements are subject to significant known and unknown risks and uncertainties that may cause actual results or events to differ materially from those expressed or implied by such statements and, accordingly, should not be read as guarantees of future performance or results and will not necessarily be accurate indications of whether or not such results will be achieved. The forward-looking statements in this report are based on information currently available and what management currently believes are reasonable assumptions. Sienna does not undertake any obligation to publicly update or revise any forward-looking statements except as may be required by applicable law.

*Sienna*  
SENIOR LIVING