

ESG Report

2022–2023

Sienna

Senior Living



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Letter from the CEO

Putting our values into action



At Sienna, our work is guided by our mission to put resident happiness at the centre of everything we do. With the launch of our new purpose of cultivating happiness in daily life and our vision to become Canada's most trusted and most loved senior living provider, we have renewed our key values to **Act Positively, Be Accountable, Create Community and Demonstrate Caring.**

We demonstrate our commitment to ESG principles through our actions, policies and standards. In our line of work, the “social” pillar is where we make the most significant impact as a company and for leading improvements in the sector. Building trusting relationships with residents, families, team members, and our partners is not just essential but integral to the way we operate. At Sienna, we have the tremendous privilege and responsibility of caring for Canada's seniors. We strive to ensure our 12,000 team members can carry out this special work by nurturing and supporting their dedication and passion.

In recent years, our sector has been under immense pressure amid a national shortage of healthcare workers. Throughout 2022, we continued to make significant investments in attracting and retaining team members

who are passionate about working with seniors. With an engaged team, we are able to offer outstanding resident experiences. We've implemented a number of initiatives that foster a culture of ownership and promote a sense of responsibility and accountability, which has been reflected in improved team member engagement scores over the past two years.

We also aim to continually improve the quality of care and services we provide by leveraging insights from quality indicators, clinical reviews and inspection reports. Our efforts were reflected in third party assessments that were conducted across our long-term care communities in late 2022. These assessments highlighted our ongoing commitment to go above and beyond when it comes to caring for residents.

As one of the largest owners and operators of senior housing in Canada, we recognize the importance of improving the environmental footprint of our existing and newly developed residences. Through our continued waste diversion initiatives, retrofits at our existing residences and environmentally friendly designs of our new developments, we aim to reduce our impact on the environment.

In 2023, with the direction of Sienna's ESG Steering Committee, we implemented our Sustainability Policy,

formalizing our commitment to sustainability and responsible environmental practices. This policy guides our team members and stakeholders on how we intend to address environmental issues.

We are proud of the quality of our governance practices, which are supported by a strong governance framework, a diverse and gender-balanced leadership team and an experienced board of directors. In 2022, our company underwent notable board renewal and has been recognized for the second consecutive year for its leadership in gender diversity by The Globe and Mail's “*Women Lead Here*” publication.

We continue to make notable progress in integrating ESG into our overall strategy and daily business practices. Throughout this report, we have shared stories and initiatives about the many ways we are doing just that. Sharing our achievements is not just a matter of pride - we hope that they are a source of inspiration for our stakeholders in the years ahead.

Sincerely,

Nitin Jain
President & CEO

August 2023

Sienna at-a-glance

Sienna Senior Living Inc. (TSX:SIA) is one of Canada's leading owner and operators of senior housing with high quality assets in **Ontario, Saskatchewan and British Columbia.**



Sienna offers a full range of seniors' living options, including **independent living, assisted living and memory care** under its Aspira retirement brand, **long-term care**, and **specialized programs and services.**



As at June 30, 2023

A diversified portfolio

Retirement

- High quality residences in key Canadian markets
- Community-focused service offerings and programs under **Aspira brand**
- Development and expansion potential

Long-term Care

- Well-located 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



Our Purpose, Vision and Values



Our Purpose

Cultivating happiness in daily life.

Each of our actions and initiatives affect our residents' quality of life, well-being, and impact our team members and the communities we serve across the country. This is at the heart of what we do and is reflected in Sienna's purpose. It conveys our belief that our role does not stop at providing our residents the highest quality of service and care – it goes much further. Each and every day, we strive to bring happiness into our residents' lives by empowering our team to put their passion for their work into action and by supporting families in order to bring joy into our residences and long-term care communities.

Our Vision

To be Canada's most trusted and loved senior living provider.

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. Doing this each and every day supports Sienna's vision to be Canada's most trusted and most loved senior living provider. With this vision, we will meet the needs and expectations of our residents, families, team members, and the communities we serve.

Our Values

Act Positively

We inspire happiness and hope in the people around us.

Be Accountable

We do what we say we will and work as a team to get things done.

Create Community

We foster strong relationships and celebrate diversity.

Demonstrate Caring

We are passionate about what we do, and engage with empathy and understanding.

ESG Highlights

An engaged workforce aligned with Sienna's values

Aligned with our values, improving team member engagement and fostering a positive workplace culture through awards and recognition were reflected in a number of our key 2022 initiatives.

SPARK – which allows team members to share their ideas on how Sienna can grow, improve and fulfill its purpose of cultivating happiness in daily life

SOAR – Sienna's share ownership and reward program, awarding company shares to permanent employees to recognize the dedication they bring to Sienna's residents and communities

SPOT AWARDS – provides team members and leaders a means of recognizing each other for stepping up in big and small ways

Recognized for our focus on resident quality of life and care

Our efforts to provide the highest quality of life and care to our residents is reflected in the results of the third-party assessments conducted at our long-term care communities in 2022, including:

ASPIRE TO EXCELLENCE – Sienna maintained the highest achievement status, a three-year award received from the Commission on Accreditation of Rehabilitation Facilities (CARF) in Ontario



EXEMPLARY STANDING – an award received from Accreditation Canada in British Columbia, indicating that Sienna has exceeded the accreditation program's requirements and demonstrates excellence in quality improvement



A leader in gender diversity

Sienna has been recognized in The Globe and Mail's 2022 **"WOMEN LEAD HERE"** for its commitment to gender diversity and support of female leaders.



REPORT ON BUSINESS
WOMEN LEAD HERE

Approximately 80% of Sienna's nearly 400 leadership positions are held by women and 50% of Sienna's executive team is female.



Social



Our team members

With approximately 12,000 team members, our team members are our greatest strength. Creating a positive experience and supporting personal and professional growth are key objectives at Sienna. Each day, we strive to enable our team members to put their passion for their work into action.

Diversity, Equity, Inclusion & Belonging

We are focused on bringing together a multitude of perspectives, and are committed to being a leader in diversity.

As we continue in our diversity, equity, inclusion and belonging (“DEIB”) journey, we are proud of our accomplishments.

A leader in gender diversity

As a leader in the senior living sector, women at Sienna are a driving force behind our high quality of care and operational excellence. Achieving gender parity at the executive level continues to have a positive impact on our performance, culture, and ability to cultivate new leaders from within our own teams.

Sienna’s total workforce is predominantly female, with approximately 87% female team members working at our long-term care and retirement residences.





The high percentage of women in our workforce is reflected in our management team with approximately 80% of the nearly 400 leadership positions being held by women. Sienna has been recognized for the second consecutive year in The Globe and Mail’s 2023 “Women Lead Here” for its commitment to gender diversity and support of female leaders.

Female Leaders	2021	2022
Board of Directors	38%	43%
Senior Executive Team	44%	50%
Senior Leadership Team ⁽¹⁾	78%	80%
Total Workforce	88%	87%

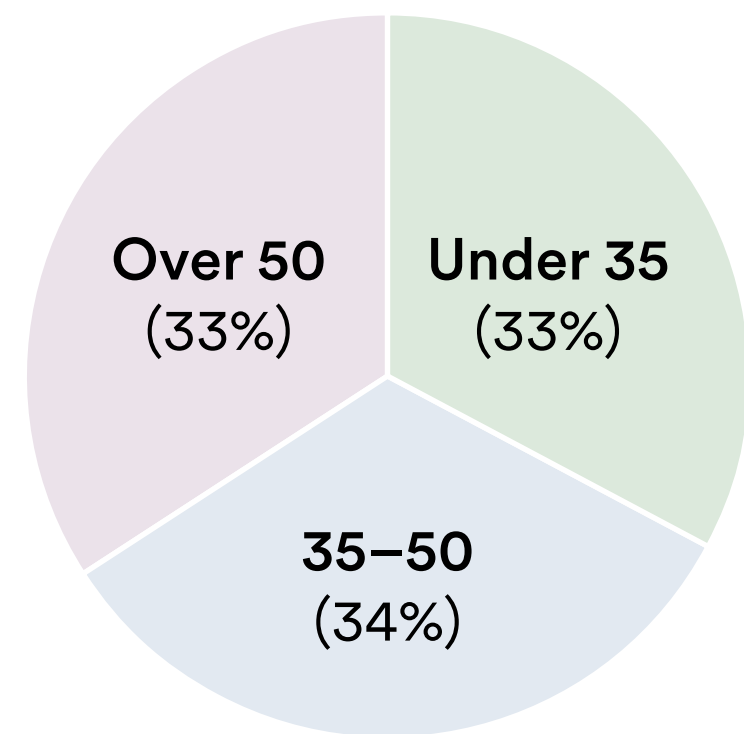
(1) includes nearly 400 leadership positions



The people who live, work and visit our communities and residences have a powerful influence on our ability to live up to our purpose of cultivating happiness in daily life.

A place where everyone can thrive

We believe everyone, regardless of age, should be able to reach their full professional and personal growth potential. This applies as much to our team members as it does to our residents. Different generations bring a variety of perspectives and having an intergenerational team is crucial for the success of Sienna and for the quality of care and services we provide to our residents.



This belief is reflected in our workforce, which is equally distributed between the age ranges of under 35, 35 – 50, and over 50, with approximately one-third of our team members in each age group.

Valuing people of different backgrounds and race

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

In our 2022 team member engagement survey, team members were asked a number of self-identification questions to support Sienna’s goal of promoting diverse and inclusive environments. The self-identification questions concerning race, sexual

preference and disability, which were included in the survey for the first time in 2022, were voluntary and confidential.

Below are the results of the team members who self-identified in the survey:

- 19.0% Racialized
- 8.1% Indigenous
- 8.3% Persons with disabilities
- 8.2% LGBTQ2S+

These survey results provide an important baseline as we continue to prioritize diversity and create a workplace culture that promotes inclusiveness and values the contributions of all team members.



Team members at Sienna’s Bradford Valley Community celebrating Pride Month in June 2023

Diversity, Equity, Inclusion & Belonging – Mission statement

Everyone belongs at Sienna – Be yourself here

At Sienna, our purpose is **cultivating happiness in daily life**. We believe that diversity and inclusion aren’t enough; we strive to achieve equity in all that we do. It is embedded in every policy, practice, and program and is one of the many ways we will become Canada’s most trusted and most loved seniors’ living provider.

Diversity, Equity, Inclusion & Belonging – Guiding principles

1. We take pride in sharing and listening to stories
2. We seek diverse experiences and perspectives
3. We listen to learn; we actively look for what is in our blind spot
4. When we get it wrong, we commit to doing better next time
5. Inclusion is everyone’s responsibility

Team member engagement, rewards and recognition

At Sienna, we offer team members a workplace where their voices are heard and their contributions are recognized.

Team member engagement survey

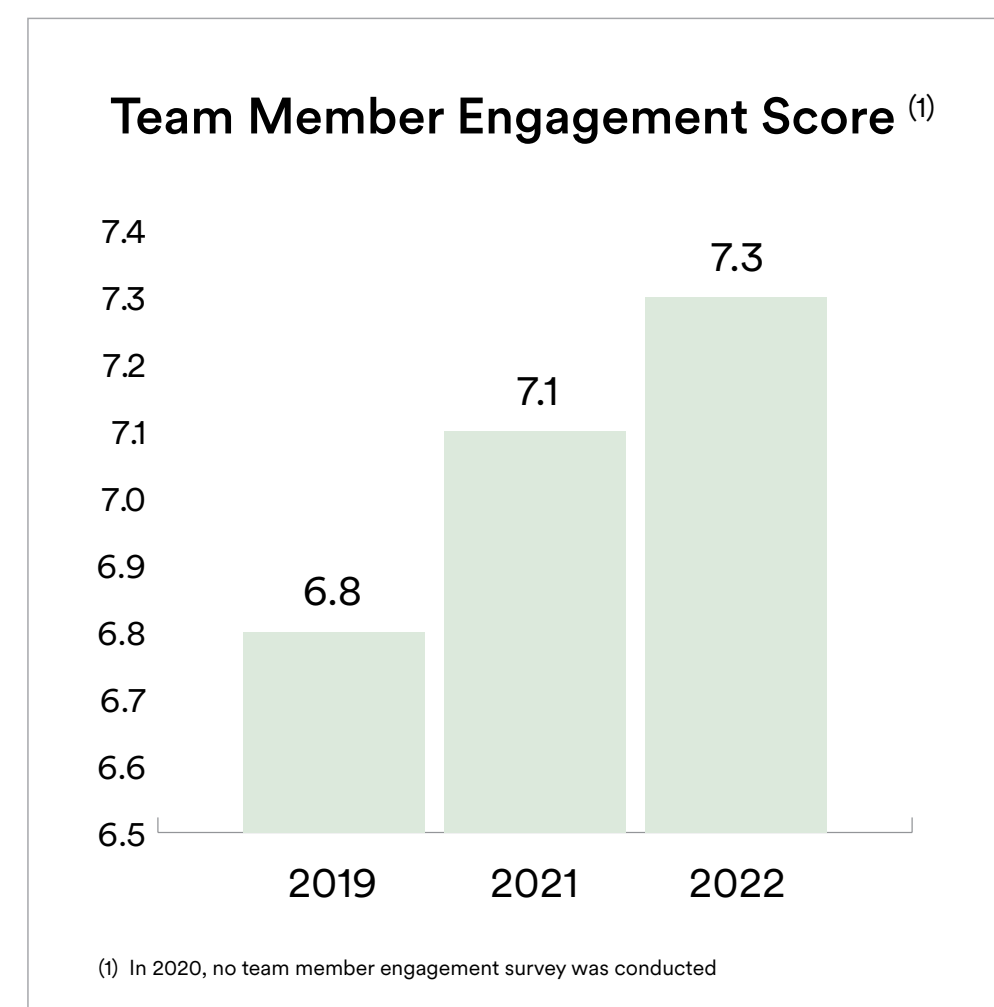
In October 2022, Sienna conducted its annual employee satisfaction survey, a third-party survey that allowed every team member to voice their opinions. Feedback from these surveys provide insights concerning team members' level of engagement. It allows Sienna to build and implement action plans to improve engagement and enhance the team member experience.

85%

Team members who feel they are able to do meaningful work every day

Based on the 2022 survey results, approximately 85% of Sienna's team members feel they are able to do meaningful work every day.

2022 was the second consecutive year of overall employee engagement score improvement. Our team member engagement score rose to 7.3 from 7.1 in 2021 and 6.8 in 2019.



These results are strong, given the challenges the seniors' living sector experienced throughout the pandemic. Our survey participation was 62%, unchanged from 2021 and ahead of the 58% survey participation rate in 2019.

Team member rewards

The Sienna Ownership and Reward Program (SOAR) was launched to recognize the compassion, effort and dedication team members bring to Sienna's residents and communities daily. Through this ownership and reward program, team members are invested in making Sienna a leader in seniors' quality of life and, at the same time, have the opportunity to meaningfully invest in Sienna and in their future.

SOAR awards common shares of the company to all permanent employees who have been with Sienna for one year or longer. Approximately 151,000 shares were issued to team members in 2022. In 2023, Sienna granted a further 29,000 shares to team members as part of its annual award of common shares under SOAR.



Celebrating SOAR at Sienna's TSX Market Opener on May 11, 2022

Talent attraction and retention

Recognized as Best Talent Acquisition Team

Building a talent pipeline for the future is crucial to Sienna's sustainability in the competitive Canadian healthcare sector. The recognition as Best Talent Acquisition Team in the Health and Wellness category by LinkedIn Talent Awards is a testament to Sienna's dedicated recruitment team.

“At Sienna, we know that success goes beyond mere numbers in the screening, interview, and hiring processes. We prioritize truly understanding the candidates' experiences and how they can support our purpose and values.”

– Olga Giovaniello, Chief Human Resources Officer

Tenure

The majority of Sienna's full-time, part-time and casual team members are frontline workers.

- Approximately 75% of Sienna's workforce works in our long-term care communities.
- The average length of service of Sienna's full-time team members is 6.2 years at our long-term care communities, 3.2 years at our retirement residences (2.3 years, including the team members who joined Sienna in May 2022 after the acquisition of 12 retirement residences) and 2.8 years at our head office.

Amid staffing shortages in the health care sector, retaining talent is paramount to the success of our organization.



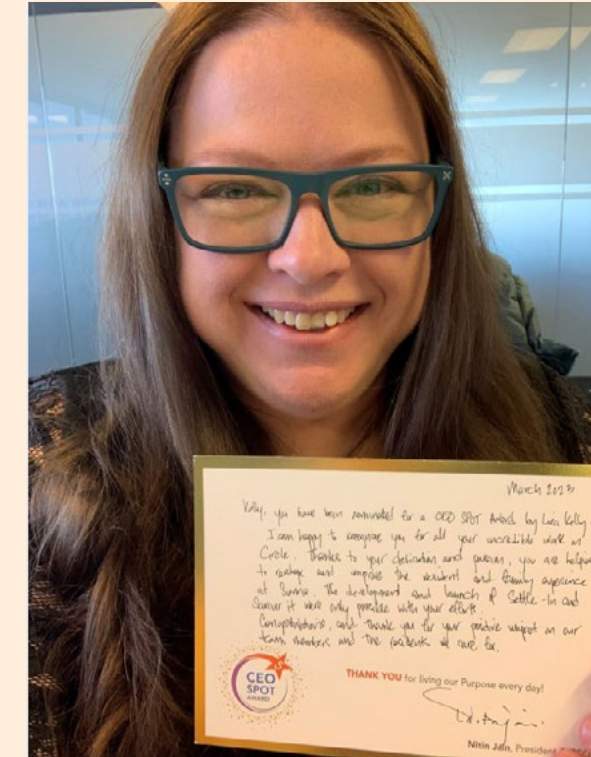
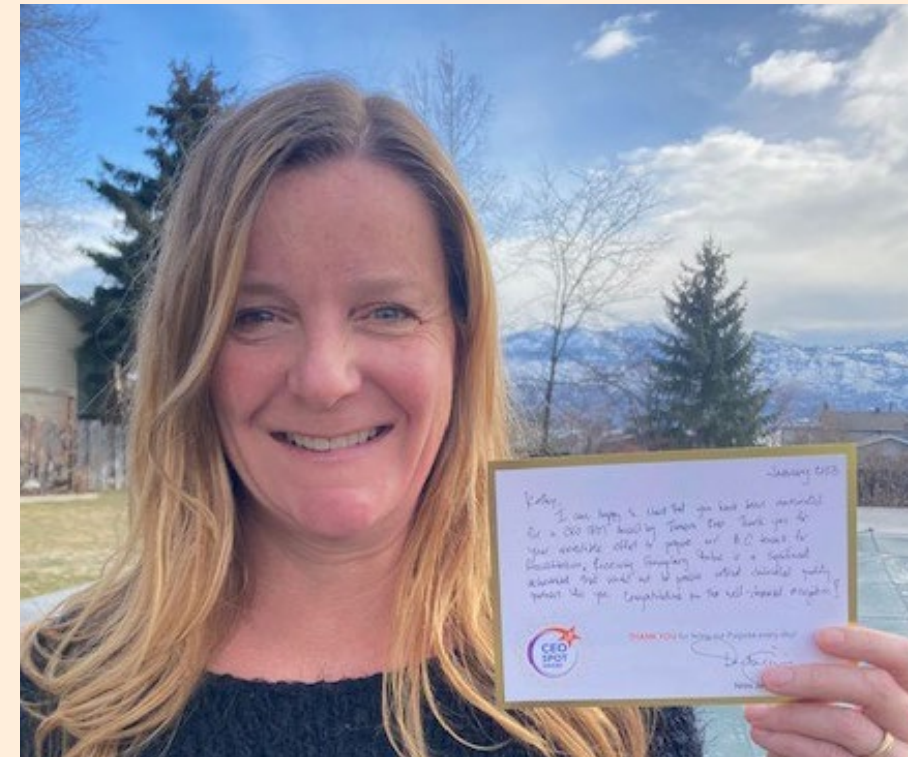
Team member recognition

Team member feedback from satisfaction surveys highlighted a new area of focus – the need for recognition for their work. To support this, Sienna engages in and introduced the following initiatives:

SPOT Awards

In conjunction with the rollout of Sienna's new Values, we launched a refreshed Spot Awards program that allows team members and leaders to recognize each other for stepping up in big and small ways. Whether it's lending a hand to a busy colleague or helping a resident fulfill a lifelong dream, our team members go above and beyond every day. Spot Awards are a simple, meaningful way to say thank you - we see what you did.

As a special way of recognizing team members who do great things, the **CEO Spot Award** is presented to those who truly go the extra mile to bring our Purpose to life. Recognition encompasses a personalized message from the CEO, along with internal acknowledgments during town hall meetings and external mentions shared through Sienna's social media channels.



SPARK

Based on feedback from Sienna's 2021 team member satisfaction survey, team members want opportunities to share their ideas. As a result, Sienna created SPARK, allowing team members to share ideas on how Sienna can grow, improve and fulfill its purpose of Cultivating Happiness in Daily Life. We received approximately of 170 ideas during the first round of submissions in October 2022.

After selecting the finalists of our inaugural SPARK initiative, several ideas were piloted in 2023 to assess which ideas should be implemented across Sienna.



Carmen Sigurdson, a Licensed Practical Nurse at The Cascades Community, was selected as a finalist for her innovative idea of an incident debrief form for teams who worked through a significant event in their community. Her idea has also gained recognition beyond our organization, as she was chosen as a finalist for SafeCare BC's health and safety competition, Safety Den. This is a great example of how our team members' ideas have a significant impact, not only within Sienna, but across the sector.

SPARK Winners



Jenny Callaghan,
Call Centre Specialist,
Corporate Head Office
\$2,500 Award

Hiring Now!: Establish a dedicated recruitment line to support the job application process.



Sena Deniz,
Recreation Therapy Assistant,
Bloomington Cove Community
\$5,000 Award

One for All & All for One: Foster bonds between new residents, families and team members through social gatherings.



Sameen Jalib,
Associate Director of Care,
Owen Hill Community
\$10,000 Award

Sponsor a Resident: Partner with local schools to increase social engagement and create inter-generational connections.



Aviva Groll,
Senior Brand Manager,
Corporate Head Office
\$15,000 Grand Prize

Reducing Food Waste: Manage food waste by donating excess to the local community, addressing food insecurity and reducing environmental impact.

How our team members cultivate happiness in daily life

Making a dream-worthy vacation a reality

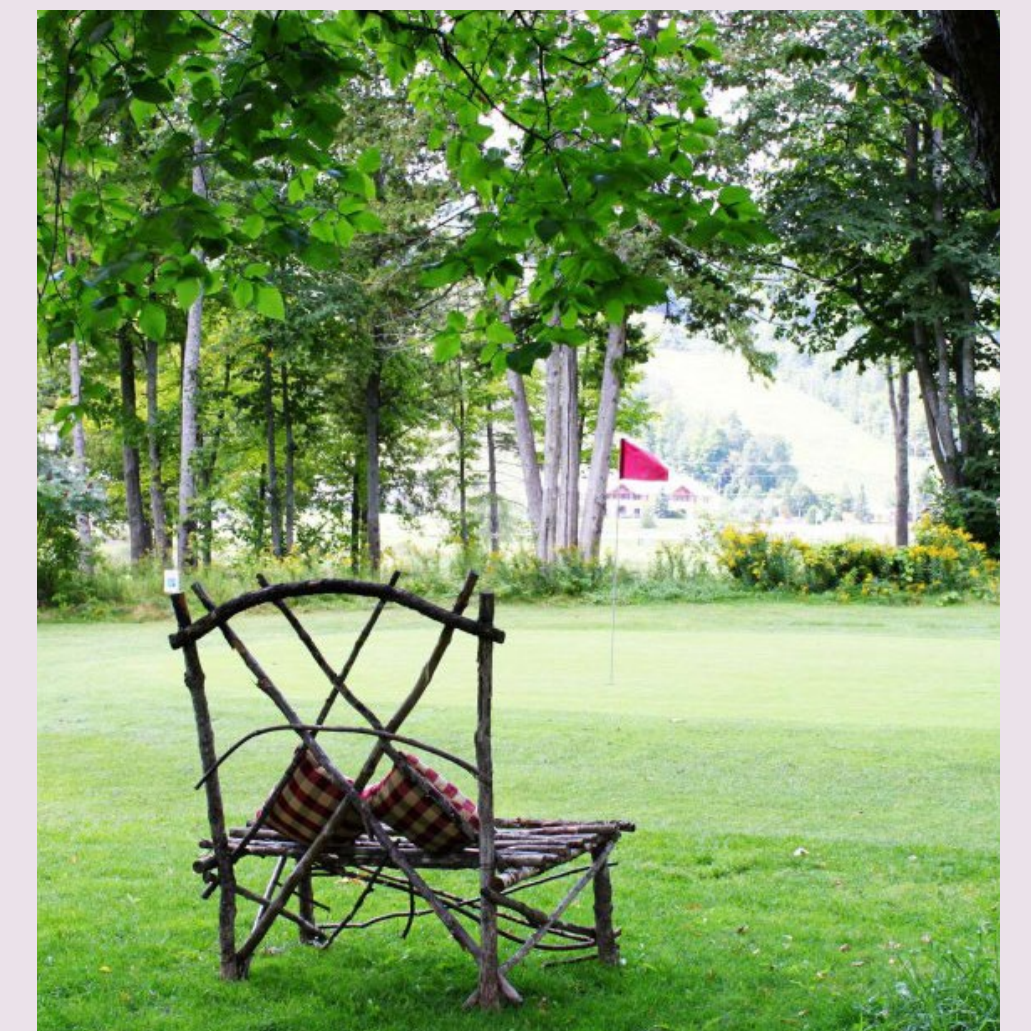
Residents at Granite Ridge Community in Stittsville, Ontario, were dreaming about trips to the cottage, relaxing by the water, and spending the summer with friends and family. As residents continued to share stories of their favourite summer memories with Kayla Sparling, Director of Resident Programs, it sparked an idea.

“Therapeutic recreation is all about creating inclusive opportunities, so I wasn’t going to let any barriers get in the way,” said Kayla. After nearly two months of research and planning, she found a location for an overnight excursion with a cottage feel – Calabogie Peaks Resort, in Calabogie, Ontario, roughly an hour drive from Granite Ridge Community.

Kayla, along with two Recreation Therapy Assistants, accompanied residents on a delightful getaway to Calabogie Peaks Resort.

“This was above and beyond my expectations and left me totally exhausted and wonderfully happy,”

wrote a resident camper in her thank-you note to Kayla and team.



BC Pow Wow connects resident with her family and culture

When Jennifer Strachan, Community Relations Specialist & Regional Partner, met with one of our Indigenous residents at Lakeview Lodge Community in West Kelowna, British Columbia, the resident told Jennifer that she would love to attend the Kamloops Pow Wow with her family and friends.

Jennifer and the team at Lakeview Lodge Community started to organize this outing and after going through all the considerations, they had a plan. The resident would travel several hours from Lakeview Lodge Community to stay overnight at Ridgeview Lodge, another Sienna long-term care community only a few minutes away from Tk'emlúps te Secwépemc pow wow grounds. This would allow the resident to travel safely to and from the event and have her care needs met throughout.

Everything went off without a hitch. Afterwards, she shared:

“This was the best experience I’ve had in a very long time.”

She was able to see all of her children, grandchildren, and many childhood friends, all while gathering with the Indigenous community, singing, dancing, and celebrating their culture.



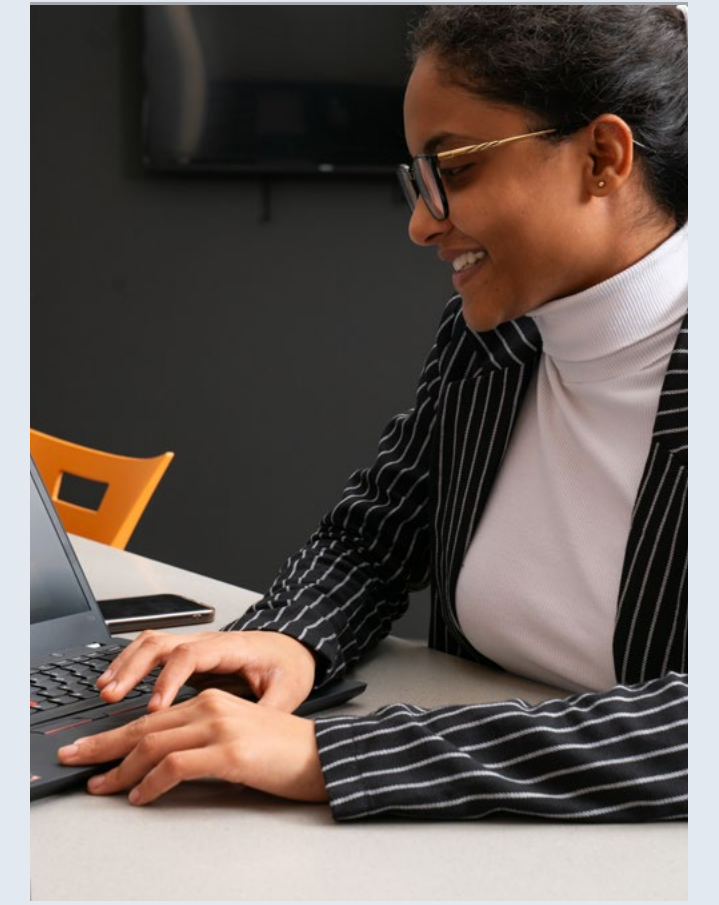
Team member communication

With roughly 12,000 team members spanning across three provinces, it is crucial to have a platform that connects us all.

Crew is our employee app that helps keep our team members connected with their colleagues, community and all things Aspira and Sienna Senior Living. With various features, Crew enables communication across multiple levels, supporting communication about company-wide initiatives and news, as well as the ability for community-specific teams to chat amongst themselves.

Siennagram is our bi-weekly team newsletter where we share five quick things to help team members stay informed, engaged, and energized. From updates about the organization to recognizing the incredible contributions of our team members – it's how we celebrate all the great things happening across Sienna.

Sienna-wide town halls, held quarterly at multiple times during the day to capture every shift and time zone, provide team members with many options to participate. All team members are invited to hear updates directly from the Senior Executive Team, celebrate stories of team members cultivating happiness for residents and each other, and have their important questions answered.



Learning and development

Many learning opportunities are offered at Sienna, including orientation, on-boarding, train-the-trainer programs and online learning for team members. Both mandatory and optional modules that can be accessed at any time. Furthermore, there are leadership development programs to assist leaders to develop their knowledge and skills to grow and advance within the organization.

Sienna Academy

The Sienna Academy is a portal that provides users access to curated content developed internally and externally. Its purpose is to help Sienna team members develop their capabilities through flexible, on-demand learning that is relevant and engaging.

Long-term care orientation

Sienna's long-term care orientation and onboarding process ensures a well-structured system that supports new team members from the moment they sign their offer letter. The system is split into three segments, including

- A comprehensive pre-boarding process,
- A two-day general orientation in the form of a classroom-style training to introduce team members to Sienna's learning culture and new workplace, and
- Role-specific onboarding focused on daily tasks, including job shadowing and role-specific courses

LinkedIn Learning

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

Financial wellness series

Sienna offers this program to all Sienna team members with an aim to support financial literacy and planning for the future.

Safe and respectful workplaces

This program is offered to all Sienna team members. It fosters a safe, respectful, and inclusive workplace built on Sienna's values.



Sienna corporate head office community experience

This program partners with leaders at Sienna's long-term care communities and retirement residences to allow team members at our corporate head office to visit a long-term care community or retirement residence in order to

- Experience first-hand how Sienna is making a meaningful difference in the lives of seniors,
- Explore and understand key roles/responsibilities of our frontline team members, and
- Reflect on ways team members from our corporate head office can effectively support and collaborate with team members at our long-term care and retirement residences



Team members from Sienna's Support Services Office visiting a long-term care residence.

Investing in our leaders

Leadership training is important for developing our pipeline of future leaders and supports ongoing training of existing leaders. Sienna offers its current and future leaders a wide range of learning opportunities.

Manager Essentials

This program is a blended online and in-person learning opportunity to develop foundational management skills for the effective day-to-day leadership of teams.

Leadership Learning Bites

Weekly emails with bite sized learning to continuously support Physical, Mental and Financial Wellness, as well as to elevate leadership skills to drive successful teams.

In addition, we offer a monthly Long-term Care Development Series to leaders, Development Days, a Leadership Speaker Series and a two-day Leadership Conference for our Senior Leadership Team, including senior leaders from our corporate office as well as from our retirement residences and long-term care communities. These continuous leadership development opportunities are focused on sharpening our senior leaders' competencies to ensure they align with Sienna's organizational strategy, purpose, vision and values.

In 2022, thousands of team members participated in online and in-person learning opportunities, including:

310+ New team members participated in "Safe and Respectful Workplaces"

~470 New team member participated in "Welcome to Sienna"

5000+ Completions of eLearning programs, including LinkedIn Learning, Health and Wellness programs, and more

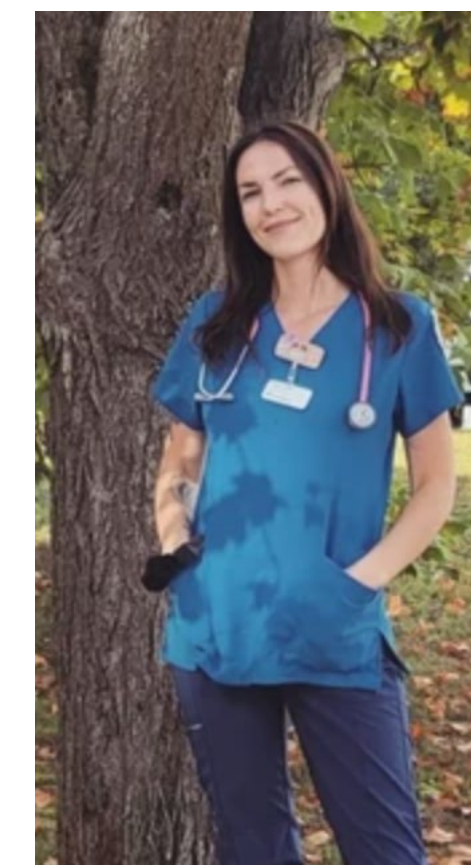
~900 Team members completed the "Truth & Reconciliation Training"

~390 Completions of LinkedIn Learning courses

~300 Team members participated in financial wellness sessions

~200 Team members participated in "Manager Essentials"

From mealtimes to medicine



Holly started her career at Sienna 10 years ago as a dietary aide. After a few years, she decided to enter the Personal Support Worker (PSW) program and graduated with honors. As a PSW, Holly applied the same personalization to the care she provided, and enjoyed making residents' days more meaningful. However her true passion was something she had not pursued yet – to become

a nurse. So a few years later, she decided to return to school and became a Registered Practical Nurse. Having progressed from dietary aide, to PSW, and more recently to an RPN, Holly built a great base of knowledge.

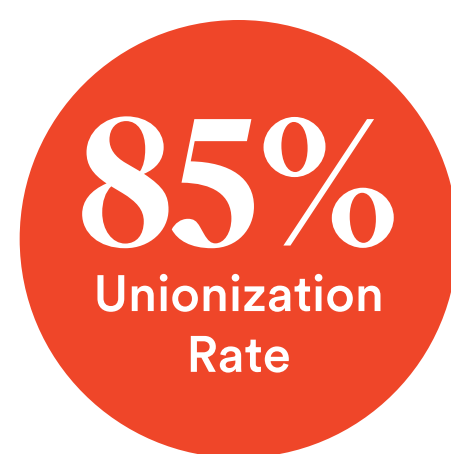
“I am right where I am supposed to be and I’m proud to have established trusting connections with the residents who allow me to ensure their happiness and safety every day.”

– Holly Gostick, RPN and team member at Sienna's Muskoka Shores Community in Gravenhurst, Ontario

Labour relations and union representation

Labour rights are an essential consideration with respect to Sienna’s human resource strategies. Sienna’s labour strategy is focused on educating management in our local communities, cultivating strong relationships with 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 and positive relationship with union leaders and a good working relationship with union representatives at its 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 over 100 collective bargaining units and an approximate 85% unionization rate among our team members. Excluding management positions, this number would be even higher with 90% of all non-management team members being represented by a union, and whose compensation is determined by collective bargaining agreements.



Health and safety

Promoting health and safety 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 an enterprise Health and Safety Committee that meets regularly, to ensure the maintenance of safe and healthy work conditions and compliance with legislative requirements. Each of our properties has its own Health and Safety Committee and representatives. These committees meet, at a minimum, quarterly to ensure ongoing health and safety through workplace inspections, incident reviews and general health and safety discussions. We also have well-defined policies, procedures, and team members are required to complete annual health and safety training.

Workplace incidents and 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.

WSIB Health & Safety Excellence program (“HSEP”)

To enhance Sienna’s safety culture, we will be actively participating in the WSIB HSEP. The WSIB HSEP brings various benefits to organizations, including improved health and safety performance, enhanced compliance, cost savings, positive reputation, opportunities for continuous improvement, and access to valuable resources and expertise.

Organizations that prioritize health and safety can create safer workplaces, protect their employees, and achieve long-term success.

In 2022, Sienna had 1,433 Occupational Health & Safety (OHS) incidents, including 1,218 incidents that resulted in lost time of a team member. Approximately 40% of the incidents involving lost time related to COVID-19.

Year	Medical Aid/ Health Care Only	Modified Duties (No lost time)	Lost Time	Total
2019	85	262	238	585
2020	61	163	1054	1278
2021	66	165	701	932
2022	64	151	1218	1433

We are dedicated to continually monitoring health and safety incidents and actively reducing them through strong engagement with our Health and Safety committees across the organization and in collaboration with our partners.

Employee and family assistance program

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

Work-life balance

In 2022, Sienna launched a new shift scheduling system. Among its numerous benefits, a more efficient shift in scheduling allows 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 expected to enhance resident engagement and overall resident and team member satisfaction.

We also encourage 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.



Physical, Mental and Financial Wellness Wellness programs

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

2022 renovation of Sienna's corporate office

The 2022 renovation of Sienna's corporate office was aimed to enhance the well-being of team members by providing a thoughtfully designed space that supports productivity, socialization and collaboration.

The renovated office space provides open-concept, private work, and meeting areas, including a dedicated lunchroom and coffee break areas on each floor to encourage team members to socialize with others at various times of the workday. Offices and meeting rooms were designed with higher levels of glazing to bring natural light through to work areas and to encourage transparency and openness with interaction and collaboration.

The renovated office space also provides team members with a Wellness room, where they can unwind, meditate or practice mindfulness.



Our Residents

We are committed to helping residents discover happiness through personalization, choice and community engagement in a comfortable, home-like setting. It starts with listening to their ideas, input, and ensuring updates are shared with them on how their ideas are coming to life in their communities.



Committed to family communication

Sienna has created standards for communicating with all families. The voices of residents and family members are essential to our approach to delivering quality care and services. That is why we established a Resident Advisory Group and a Family Advisory Group in 2021, comprised of individuals who are engaged at their community. Their feedback helped shape Sienna-wide programs and initiatives, including our approach to caring for our residents and engaging with their families.

We remain committed to standardized communication practices platform-wide, including monthly newsletters and regular town halls to keep residents and their families informed. Each quarter we take a pulse on family communication and have consistently reached satisfaction rates above 80% with respect to content and frequency of our communication.



Focus on quality of life and care

Our focus continues to be on improved quality of life and care outcomes for our residents. We strive to strengthen the care we provide by leveraging insights from quality indicators, data analytics, clinical reviews and inspection reports. In addition, an innovative use of technology is supporting our ongoing process of quality improvement and operational excellence.

Accreditation

Sienna's efforts are reflected in the third-party assessments of Sienna's long-term care communities. In late 2022, the Commission on Accreditation of Rehabilitation Facilities ("CARF") and Accreditation Canada conducted surveys at our long-term care communities in Ontario and British Columbia, respectively. In Ontario, Sienna maintained the highest achievement status of Aspire to Excellence, a three-year award received from CARF. In British Columbia, we received an award of Exemplary Standing, indicating that Sienna has exceeded the accreditation program's requirements and demonstrates excellence in quality improvement.

Advancing quality improvements through data driven analytics

As part of our commitment to improving clinical quality and safety for seniors, we are a member of the 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.

The most recent data validates our efforts and is reflected in Sienna's strong accreditation results.

Going forward, we are also working on an innovative approach to using data driven analytics to advance quality improvements across our long-term care and retirement operations. This includes use of the Net Promoter Score to measure resident and family satisfaction more simply and frequently, and using a balanced scorecard as a performance metric to continually identify what we are doing well and where improvements are needed.



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. The program was rolled out in Ontario in 2021, followed by British Columbia in 2022. Integrated Medication Management provides seamless integration between 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.



Project AMPLIFI – Sienna is participating in an innovative project called AMPLIFI, which will improve resident transitions between hospitals and our long-term care communities.

It means that team members can share and receive digital summaries of residents' health information, eliminating manual processes, reducing errors and increasing resident safety. It will also help free up team members' time to focus on what matters most – resident care. As at June 30, 2023, AMPLIFI has been rolled out at 15 of Sienna's long-term care communities in Ontario.



MealSuite – is a fully integrated food service management technology. It allows for a more personalized experience for individual tastes, allergens and other dietary

requirements and, at the same time, helps reduce food waste by planning menus more efficiently.

In 2022, all of Sienna's long-term care communities implemented MealSuite Connect, connecting MealSuite to specific resident data in real-time for the food service and ensuring that clinical nutrition teams have the most current care data. The upgrade helps reduce potential administrative errors and further enhances resident individualization and safety.

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 to improve the overall quality of resident life. The Quality Committee meets quarterly to review key performance indicators and action plans.





Never slow down

At 100 years old, Lillian Murray, who lives at our Aspira Royale Place, joined Aspira's Masters Academy. This program promotes lifelong learning and provides residents with in-depth courses on health and wellness, history and culture, music, art, literature, science and lifestyle skills. Lillian has completed courses in Victorian Britain, Great Tours of Ireland, The History and Archeology of the Bible and World Heritage Sites from the comfort of her home.

“There’s so much we can do to keep the mind active and I’m not looking to slow down anytime soon”

– Lillian

We also offer a wide range of fitness classes, allowing our residents to keep physically active and engaged.



Research, partnerships and affiliations

Sienna is supporting and participating in research that benefits the future of seniors' living. In cooperation with our 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 engagements include:

Family peer support network in partnership with Family Councils Ontario

The journey of moving into a long-term care community is filled with ups and downs. Having the support of experienced family members can truly make a difference while families navigate this life-changing journey.

We have partnered with Family Councils Ontario (FCO) to create the Sienna Family Peer Support Network, comprised of family volunteers who can mentor and guide new family members during this transitional period.

Pallium partnership – essential approaches to palliative care

In long-term care, palliative care addresses a holistic approach to the resident's quality of life and supports them in living life to its fullest regardless of their health status. Team members collaborate with residents to learn what is important to them and how best to support their strengths to maintain or enhance their quality of life.

To support this approach, Sienna collaborated with Pallium Canada to provide Learning Essential Approaches to Palliative Care (LEAP). The virtual training program offers interactive modules to healthcare professionals from different disciplines to make primary-level palliative care a part of their daily work.

Some of Sienna's additional involvements include:

Project	Research Partners / Vendors
Baycrest Caregivers Research Study – a response tool for caregivers	Baycrest
Counting What Counts: Assessing quality of life and its social determinants among long-term care residents with dementia	York University
Preview ED (Practical Routine Elder Variants Indicate Early Warning for Emergency Department)	Preview-ED Health Tools Inc.
Secure data repository for long-term care communities and retirement residences	McMaster University
Use of remotely-controlled technology to mitigate the impact of isolation on people living in long-term care communities	University Health Network



Collaboration with colleges and universities

Sienna continually expands its collaboration with educational institutions and is affiliated with over 50 colleges and universities. Student placements from these institutions will provide the necessary hands-on experience to students and ensure a talent pipeline for future staffing needs at Sienna and across the seniors' living sector.



Creating multi-generational connections

Creating multi-generational connections by bringing seniors and students together can provide mutual benefits as it promotes learning, companionship, and understanding among different age groups.

Prom night with pen pals

Three years ago, Aryelle, a middle school student at the time, started a pen-pal program with seniors called PS I Love You. Since then, she has helped to bring together residents at Aspira Kensington Place and dozens of students, who write letters to each other, for in-person social events that deepen their connection. Most recently, the high-school pen-pals and residents attended a special “prom” to celebrate the end of the school year at Kensington Place. The event, which further deepened the inter-generational connections between students and the residents, was brought to life by the Resident Engagement Manager.



Giving back to the community

Our commitment to cultivating happiness in daily life extends beyond the walls of our homes and into the broader communities where we live, work and serve. Our giving takes many forms and comes from different sources including our residents, team members and partnerships, as well as the Sienna for Seniors Foundation.

450+
Meals Delivered to Seniors in Need



Sienna for Seniors Foundation (“Foundation”)

The Foundation was formed in April 2021 as part of our ongoing commitment to supporting the communities we serve across Canada and allows us to raise and give funds for various important seniors-related initiatives.

With food insecurity a pressing concern, the Foundation’s latest initiative is “Sienna Supper”.

With Sienna Supper, the Foundation partnered with local community groups such as Meals on Wheels, to provide fresh and nutritious lunches to help nourish seniors and others in some of our communities.

The program’s success has brought together not only our talented culinary teams, but also volunteers from our organization’s senior leadership team, who have helped prepare and deliver hundreds of meals across the country.

The Foundation is also a sponsor of the Chilliwack & District Seniors’ Resources Society’s community bus in 2023, connecting seniors to entertainment, history, arts, culture, recreation, shopping and more.

Indigenous Relations and Reconciliation

We continue to place emphasis on Indigenous Relations and Reconciliation. 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. We believe education is an important first step in bringing about reconciliation between Indigenous and non-Indigenous people.

Sienna has partnered with Reconciliation Education, an Indigenous-owned organization, to provide resources to team members. Sienna is committed to ensuring our residences and care communities are inclusive for Indigenous team members and residents.

Indspire

As a Canadian company, Sienna has a role in creating equal opportunities for Indigenous students to find fulfilling careers in health care, and to enrich the sector with their experiences and traditional practices.

In December 2021, the 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. In September 2022, the first two bursaries were awarded to students.



Eddy Gooch was one of the recipients of the student bursary for Indigenous students pursuing education in a health-related field. Before deciding he was going to be a nurse Eddy spent a lot of time at the hospital with his mom, who was battling respiratory issues and pneumonia. Although it was a frightening and overwhelming time for him and his family, the compassionate care and comfort from nurses made the biggest difference.

This award will go a long way to making education at the degree level more attainable for Indigenous students.

“I realized then that I would love to be able to make that kind of difference in someone’s life,”

– Eddy Gooch, Recipient of Indspire Bursary

CaRES Fund

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

Initially established to provide hardship funding in recognition of the extraordinary efforts of seniors' living employees, the CaRES Fund has shifted its focus from crisis funding for economic hardship due to the pandemic to education bursaries. In 2022, the CaRES Fund provided \$250,000 in bursaries to 100 staff members in seniors' living.

Sienna Senior Living Dino Chiesa Scholarship

In August 2022, we announced the Sienna Senior Living Dino Chiesa Scholarship. Endowed with \$50,000, scholarships are awarded to Sienna team members enrolled in an accredited Canadian Personal Support Worker (PSW), Health Care Aide (HCA), or Continuing Care Assistant (CCA) education programs. In 2022, three scholarships for \$5,000 each were awarded.

Additional scholarships will be offered in 2023, as we continue to support team members who strive to achieve career growth in the healthcare sector.

St. George Community Outreach Program

Michael, a resident at Sienna's St. George Community in the heart of downtown Toronto inspired an incredible initiative focused on giving back – the St. George Community Outreach Program. Since launching, residents and team members have hosted several fundraisers and collected items to donate to those in need. From handing out care packages to people experiencing homelessness, to donating 100 gifts to a local women's shelter during the holiday season, they are making a positive difference in the lives of many.



“It was such a great feeling giving back and seeing everyone come together to make this day a very successful one.”

– Catherine Medeiros, Director of Resident Programs at St. George Community

Expressing gratitude

Donation to Children's Hospital of Eastern Ontario (CHEO)

Nurses and other staff members at CHEO received a \$25,000 gift from Sienna Senior Living as a thank you for the work they did during the early days of the pandemic. When Sienna and other long-term care operators needed people to come in and help care for seniors, CHEO staff answered the call.

In 2022, when CHEO and other hospitals began struggling with an overflowing intensive care unit (ICU), Sienna wanted to return the favour. This thank you gift was used to create a 'Care Cart' to provide snacks and other comfort items to those working tirelessly at CHEO.



Environmental



We recognize the importance of improving the environmental footprint of our care communities and residences. As an owner, operator, and developer of seniors' living properties, we consume energy and water, and produce waste due to the operational nature of our business. We are committed to effectively managing our consumption and production through waste management and diversion initiatives and adopting efficient environmental management systems, while ensuring the comfort and quality of care of our residents.

In 2023, with the direction of Sienna's ESG Steering Committee, we implemented our Sustainability Policy, formalizing our commitment to sustainability and responsible environmental practices. This policy guides our team members and stakeholders on how we intend to address environmental issues. For further information on how we manage and oversee our ESG program, please refer to ESG Program Governance & Stewardship in the Governance section of this report.



Waste management and diversion

Sienna is committed to waste diversion. Our waste disposal strategy includes:

- Integrating recycling processes in our residence operations
- Launching programs to divert organics and food waste
- Leveraging software for waste tracking, and
- Stringent management practices in our disposal of hazardous and biomedical waste

Understanding our waste trends, diversion rates and identifying opportunities for improvement are important aspects of our waste disposal strategy. With our waste management partner, we've implemented a waste tracking software to track waste and other ESG-related metrics. The software, which will provide a high level of diversion metrics, will be utilized to support operational efficiencies.

Recycling

Through our vendor partnership, multi-stream recycling is in place at all of Sienna's retirement residences and care communities. Sienna's recycling programs ensure paper, fibers, cardboard, steel, metals, glass, and rigid plastics are correctly recycled.

Preserving our planet for future generations is a crucial task that requires our collective effort and attitude.

Diverting food waste

We have been exploring several alternatives to divert food waste away from landfills in a number of local, municipally led food waste programs. We are always looking for opportunities to create operational efficiencies to further reduce food waste, including piloting a number of organic waste programs.

Based on an idea from a team member who participated in Sienna's SPARK program, a program that inspires team members to share ideas on how Sienna can grow and improve, we piloted an initiative to redistribute excess food that would have otherwise been disposed of to Canadians living with food insecurity. Working with the Second Harvest, two residences in Ontario used the Second Harvest food rescue app to divert excess ingredients and prepared foods by donating them to local charities and not-for-profits.

During this trial over an 8-week span, more than 175 meals were donated, and 412 kg of greenhouse gases were diverted by keeping surplus food out of landfills and helping reduce harmful greenhouse gases, a leading source of human-caused climate change.

The culinary teams and residents of the two participating retirement residences took great pleasure and satisfaction in knowing they were able to help those in need, while at the same time improving Sienna's environmental stewardship.



Aviva Groll, Senior Brand Manager at Sienna and Winner of Sienna's 2022 Spark Program for her idea on redistributing excess food to Canadians living with food insecurity.



“Our residents are very pleased to know that leftover food is going to a community of people that are in need. They are very happy to know we have reduced the amount of food that may have otherwise been disposed of, and especially like that the food is going to younger people who are struggling.”

– Eric Brennan, Executive Chef, Aspira Royale Place, Kingston, Ontario

Case study: Trillium tower gardens

Team members at our Trillium Campus of Care in Kingston have found a way to provide residents with year-round fresh produce. Growing their own produce means **less plastic use**, as well as **reducing our carbon footprint** by reducing components involved in producing food, including fuel and transportation. Introducing this fantastic program has inspired other Sienna communities and retirement residences to do the same.

The culinary team uses the herbs and vegetables they grow for salads and other special meals. Residents are also welcome to pick and enjoy the flowers in their rooms. To top it all off, tending to the plants is a relaxing and mood-boosting activity that residents love.



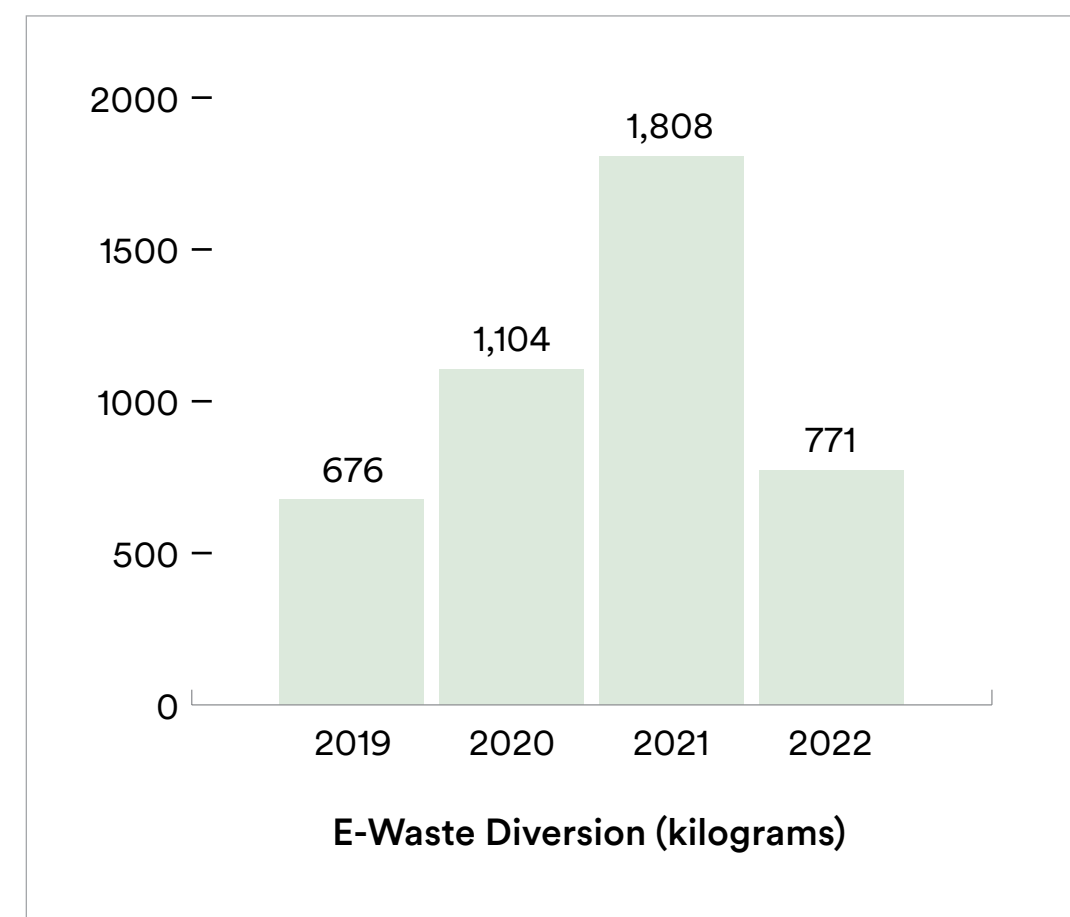


Diverting electronic device waste (e-waste)

Sienna made great strides in diverting and minimizing the amount of e-waste entering landfills by engaging a third party that supports the reuse and recycling of its end-of-life Information Technology (“IT”) assets.

In 2022, this program resulted in recovering 289 lbs. of resources through recycling and the savings of 11.6 tonnes of greenhouse gas emissions through our diversion efforts. This is the equivalent of 81 trees planted or 36 cars taken off the road for a year.

The data below represents Sienna’s progress towards e-waste recycling over time.

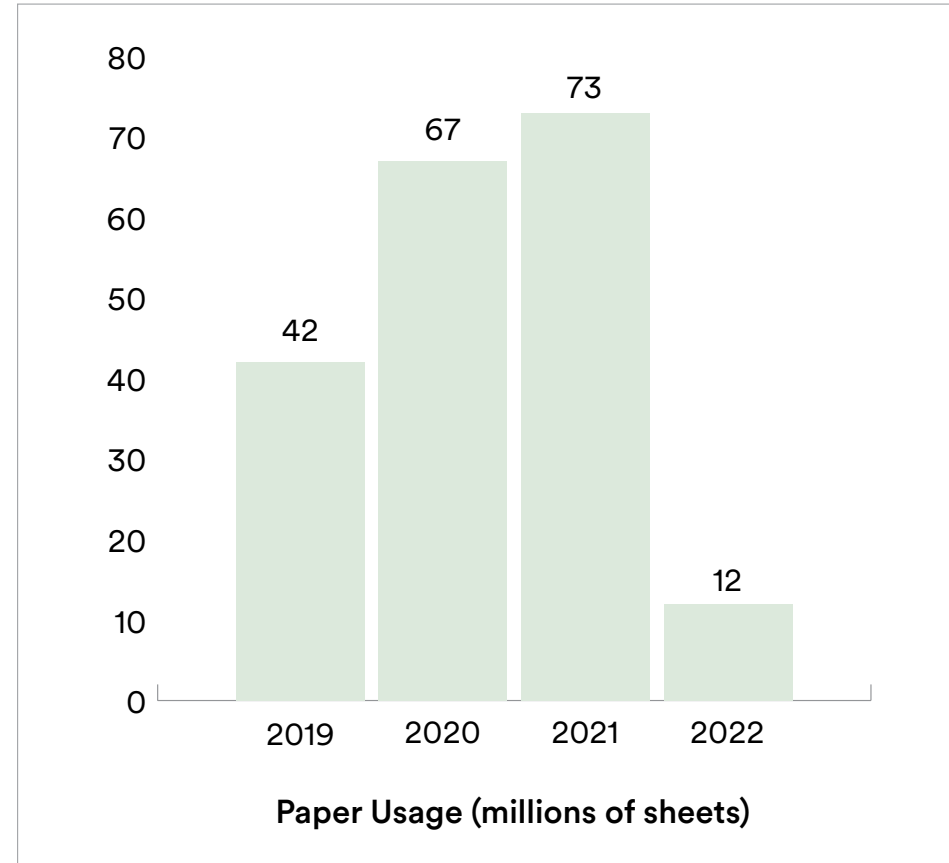


Disposing of biomedical waste

Sienna has incorporated biomedical waste disposal programs at all of its locations. This ensures the safe and proper disposal of cytotoxic materials, rapid antigen tests and sharps, so they don’t end up in non-hazardous waste streams.

Minimizing paper consumption

Reducing the amount of paper use, and moving towards digital alternatives, is part of Sienna's waste management strategy. The data below represents Sienna's paper consumption and includes comparative data over time.



In 2022, Sienna materially reduced its paper consumption in a number of areas, including:

- Transitioning to a fully electronic platform for frequently updated policy and procedure manuals: digitizing these comprehensive manuals, was the leading factor in our successful paper reduction initiative in 2022;
- Using software that supports digitization of time and labour processes, versus traditional paper based processes;
- Implementing digital resident & family satisfaction surveys versus traditional paper based surveys



In 2023, Sienna will continue on its journey to reduce its paper usage. In addition to the initiatives listed above, we aim to significantly reduce the use of printed move-in guides.

Tour guides for new and prospective residents and family members are provided electronically whenever possible.

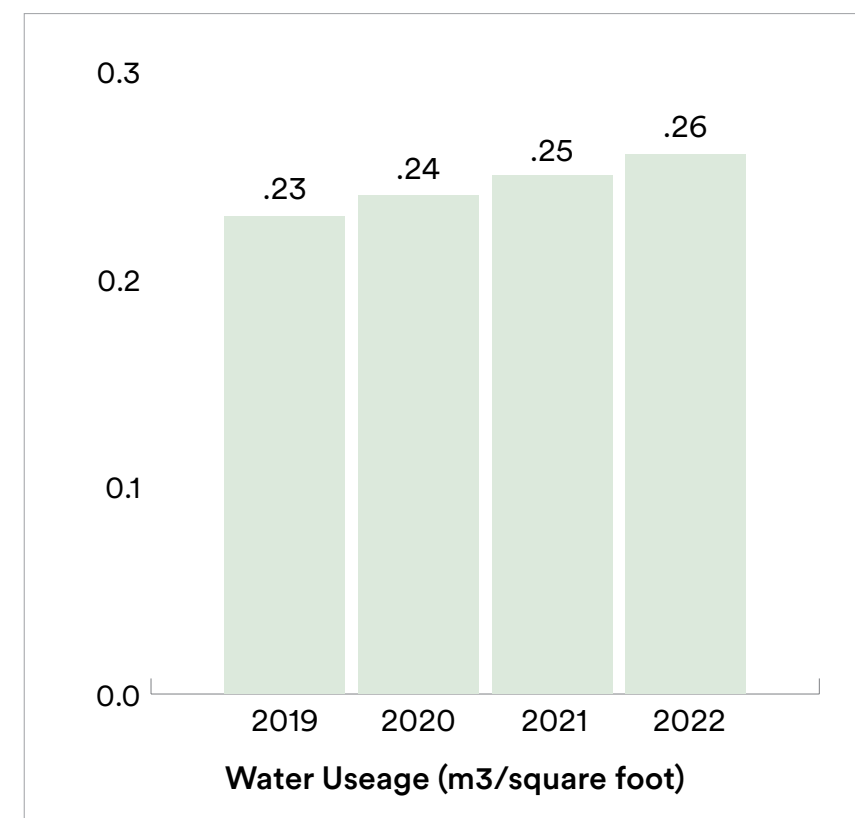
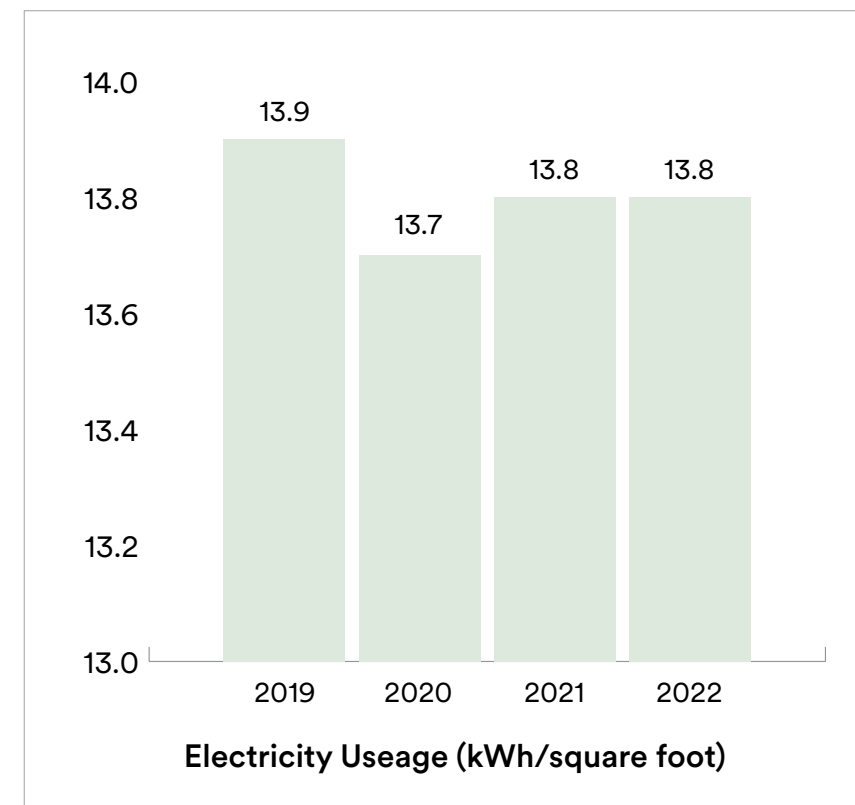
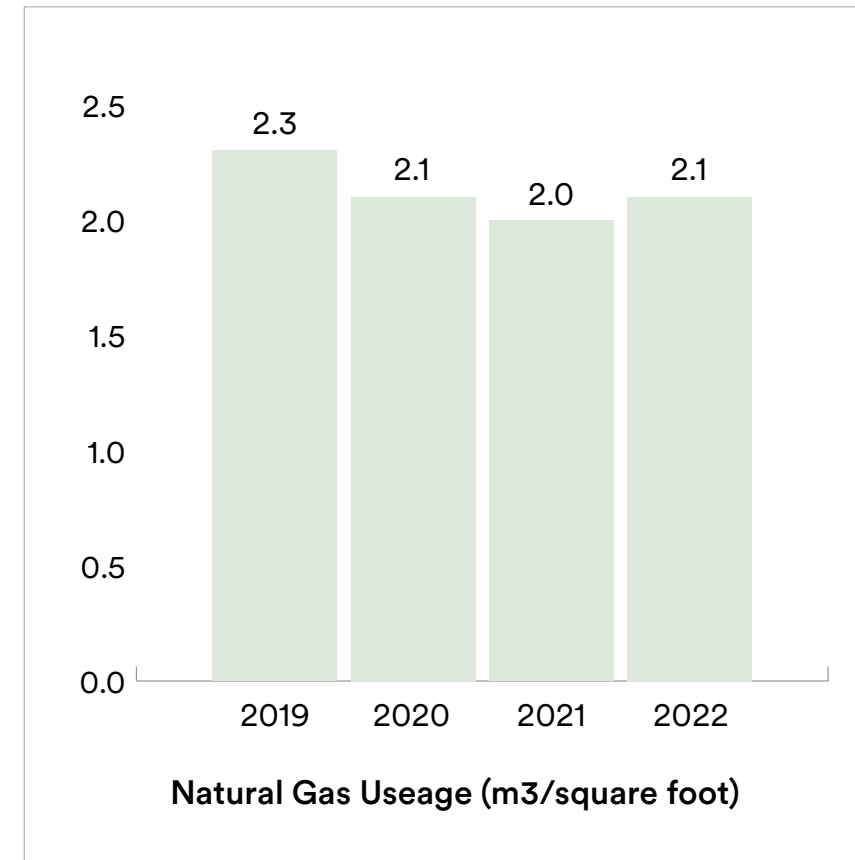
Reduction of energy and water usage

To understand our environmental impact and how we can better improve our environmental management systems, we have established baselines measuring our consumption of **natural gas**, **electricity** and **water** for the past four years.

During the pandemic, it became challenging to establish meaningful baselines, as energy consumption might have increased or decreased resulting from increased services and equipment and/or reduced occupancy as a result of COVID-19.

Sienna's electrical usage remained stable in 2022, despite the installation of air conditioning in all long-term care communities.

In addition to monitoring overall consumption and per unit consumption levels, Sienna conducts periodic reviews of its energy data related to its business activity and site assessments in addition to enhancing collaboration with vendors to identify opportunities to reduce usage.



Addressing Climate Change through developments and retrofits

Our redevelopment and retrofitting initiatives address the negative environmental impact in the following way:

- Implementing environmentally-friendly designs and systems
- Procuring sustainable and locally produced materials
- Installing 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 Domestic Hot Water (DHW) systems
- Energy-efficient windows and fixtures
- Enhanced building insulation (increased R-value)
- Building automation equipment and
- Vehicle e-charging stations

Based on energy modeling activities, our redeveloped buildings are expected to be

30% – 45%

more energy-efficient compared to the buildings they are replacing.

Earth Day clean-up initiatives

Sienna celebrated Earth Day 2023 with clean-up initiatives by residents and team members at several care communities and retirement residences.



Residents and team members participated in a spring cleanup initiative.

“We cleaned the park and ravine near our home and finished off with some donuts in the sun. So fun!!”

said one of the participants in the clean-up initiative.

Governance



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 (“Board”).

Recognized for Effective Governance Practices

Sienna continues to maintain and improve the quality of our governance practices. Our efforts have not gone unrecognized.

Featured in The Globe and Mail’s “Women Lead Here”

In 2023, The Globe and Mail’s Report on Business [Women Lead Here](#) recognized Sienna for the second consecutive year. Sienna has been identified as one of the 90 Canadian companies, out of 500 analyzed by Report on Business magazine, for best-in-class executive gender diversity in corporate Canada.

Established in 2020, the Women Lead Here initiative applies a proprietary research methodology to determine Canadian corporations with the highest degree of gender diversity among executive ranks. This initiative highlights businesses that have made tangible, systemic, and organizational progress related to executive gender parity.

Board Renewal and Adoption of Term Limits

Sienna’s Board recently adopted a term limit of 12 years for members of the Board to balance the benefits of experience and contributions made by individuals to the Board, with the importance of fresh perspectives brought by new Board members. On an annual basis, the Board reviews director performance and succession planning.

Sienna underwent a significant Board renewal in recent years. As at December 31, 2022, five of Sienna’s seven directors have served on Sienna’s Board for less than four years.

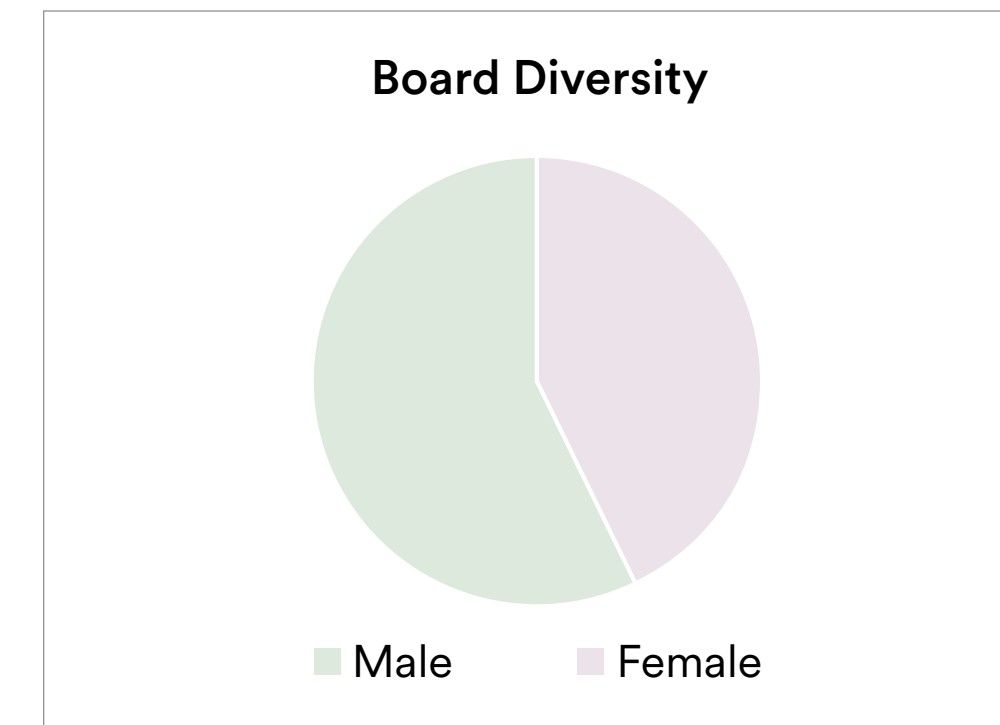
Board Diversity and Target for Women Representation

Sienna’s Board has adopted a Board Diversity Policy, which encourages diversity in the broadest sense, including functional expertise, personal skills, ethnicity and geographic background.

Effective 2019, the Board adopted a target of one-third for women representation on the Board. Currently, the chairs of the Board and the Quality Committee are women and three of the seven Board members are female.

The Board committed to increasing female representation on the Board to at least 33% during fiscal year 2022. This goal was exceeded by achieving a level of women representation on the Board of 43%.

In addition, two members of the Board are visible minorities and one member of the Board identifies as LGBTQ+.



Executive Compensation

Corporate governance practice allows our shareholders to express their opinion on executive compensation proposed by our Board in a “Say on Pay” Advisory Vote. Shareholders voted over 97% in favour of Sienna’s approach to executive compensation at Sienna’s most recent annual meeting of shareholders in April 2023, consistent with the shareholder vote in 2022.

Please refer to our most recent [Management Information Circular](#) for further information on Sienna’s executive compensation.



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 sets out basic principles to guide all directors, officers, and team members of Sienna who must conduct themselves accordingly and seek to avoid the appearance of improper behaviour.

Vendor Code of Conduct

In 2023, Sienna introduced a Vendor Code of Conduct, which outlines the organization's expectations and requirements for vendors and suppliers who engage with Sienna. By establishing a Vendor Code of Conduct, we seek to ensure that our vendors' and suppliers' values and our sustainable and responsible business operations are aligned.

Whistleblower Policy

We are committed to conducting our business lawfully and ethically. Directors, officers, managers, and team members are expected to talk to supervisors, managers, or other appropriate personnel about concerns they may have related to potential illegal or unethical behaviour, and when unsure about which course of action to pursue in a particular situation. It is Sienna's policy not to allow retaliation for any 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; and
- To provide team members with guidelines regarding trading in Sienna securities.

Sustainability Policy

Sienna promotes environmentally and socially responsible operations and providing environmental management practices, including finding ways to identify and manage risks. Please refer to the Environmental section of this report or Sienna's [governance policies](#) on our website for further details on Sienna's Sustainability Policy.

Right to Disconnect Policy

Sienna's Right to Disconnect Policy outlines 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.

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 five major categories: strategic, operational, compliance, financial and reporting. The senior management team oversees the assessment, and the results are reported to Sienna's Board.

Emergency preparedness

At Sienna, we are dedicated 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.siennialiving.ca/investors/management-governance/governance-policies>

Securing data and personal information

Cybersecurity and data privacy threat mitigation

Information systems are vulnerable to security threats, including cybersecurity incidents. Sienna is committed to safeguarding the personal information of its residents and team members through physical, procedural and technical controls. Protective controls are incorporated into its culture and ongoing operations, including

- A **documented incident management plan** which identifies the procedural steps should a cybersecurity incident occur
- Conducting **bi-annual tabletop exercises** which simulate breaches
- Mandatory **security awareness training** across the organization
- Conducting cybersecurity **employee awareness campaigns**
- Phishing tests **simulating potential cybersecurity incidents** to ensure controls are in place and to test effectiveness
- Annual **cybersecurity penetration tests** and
- Maintaining **cyber insurance**

Sienna's 2022 initiatives for training and testing on cybersecurity protocols included:

- ✓ Quarterly employee phishing training
- ✓ Cyber security penetration tests
- ✓ Completion of an external IT audit to review standards and security
- ✓ Completion of cyber security table top activity and a Cyber Security Incident Management Plan
- ✓ Quarterly reviews with vendors to review systems and best practices to stay on top of the latest threats in the sector

Safeguarding personal information

Sienna believes that securing the personal information of residents is of the utmost importance. For more information on the ways in which we collect, use, disclose and otherwise manage personal information, please see Sienna's [Privacy Policy](#).



Connected Canadians

In 2022, we partnered with Connected Canadians to deliver a three-part webinar series for seniors in our local communities, focused on raising awareness



about cybersecurity, fostering digital literacy skills and reducing isolation and loneliness through the use of technology. Seniors

left these sessions with the knowledge and skills to shop safely online, avoid internet and telephone phishing scams and connect with loved ones on digital platforms.

“Connected Canadians is a great example of our support of seniors at our residences and across Canada by provided expert-led webinars on topics of importance as we age.”

– Natasha Pasher, Manager, Communications and Organizer of the Connected Canadians webinar series at Sienna.

ESG program governance & stewardship

The Board has the ultimate responsibility for overseeing and monitoring Sienna's ESG initiatives. The ESG Steering Committee, comprising Sienna's General Counsel (Chair), its Chief Corporate Officer, and its Head of Public Affairs and Marketing, regularly meets and receives reports from management on ESG initiatives and the status, implementation and expansion thereof. The Chair of the ESG Steering Committee reports to the Compensation, Governance and Nominating Committee of the Board on ESG matters which, in turn, may make recommendations to the Board on relevant ESG 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 consider the impact on residents and their families, team members, investors, and other stakeholders concerning ESG-related matters.

The Committee Chair reports regularly to the Board regarding ESG initiatives and outcomes. The Committee's general duties and responsibilities include 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.

ESG Working Group

Sienna's ESG Steering Committee is supported by an ESG Working Group which helps coordinate new and existing activities related to specific ESG initiatives and the reporting of such. This group, which continues to grow and evolve, is comprised of team members across various departments at both Sienna's corporate head office as well as its retirement residences and long-term care communities.

Regular ESG meetings

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



Sienna

Senior Living