

2020

ENVIRONMENTAL  
SOCIAL  
GOVERNANCE  
REPORT



# Sienna at-a-glance

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 in Ontario and British Columbia.

## Message From The CEO

We are pleased to present Sienna's inaugural Environmental, Social & Governance ("ESG") Report. This report showcases our commitment to conducting our business in a manner that is respectful to the environment and the communities we operate in, and fits naturally with our mission to help seniors live fully, every day. We believe that integrating ESG into our overall strategy and daily business practices is imperative to creating value for all of our stakeholders, including our residents, team members and investors.

While this inaugural ESG Report marks the beginning of a more structured and proactive approach, ESG practices across our operations have long been a key focus at Sienna. We operate our residences within a best practice framework that is anchored by our values of respect, passion, teamwork, responsibility, and growth.

We have recently established an ESG Committee comprising a cross-functional group of senior leaders at Sienna. As we move forward, we will establish targets and methodologies to measure our progress with a commitment to providing transparent updates on our achievements.

We look forward to sharing our evolving ESG journey with you.

**Nitin Jain**  
President & CEO



**\$1.7B**  
Total Assets

**13,000+**  
Dedicated Team Members

**10,000+**  
Residents

# 2020 ESG Highlights

2020 was a year dominated by the global COVID-19 pandemic. The long-term care sector was one of the most at-risk and impacted sectors in Canada. Sienna responded to the pandemic with initiatives to protect and support our residents and front-line team members.



## Established a Quality Committee

To strengthen clinical quality and resident safety measures across Sienna's platform, Sienna's Board of Directors established a Quality Committee to enhance oversight of key resident quality and risk indicators at Sienna. These indicators include resident care, resident and team member satisfaction, safety and many other initiatives directed toward the overall quality of resident life.

## Joined Seniors Quality Leap Initiative (SQLI)

As part of Sienna's ongoing commitment to improving clinical quality and safety for seniors, the Company became a member of SQLI, a group of 13 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 Co-founded the Canadian Alliance to Protect and Equip Seniors Living ("CAPES")

Sienna was a founding member of CAPES, a program designed to procure sufficient personal protective equipment (PPE) for the entire senior living sector at times when local supplies of PPE were inadequate or inaccessible during the first wave of the pandemic.

CAPES procured and distributed more than 15 million pieces of PPE through an online supply hub to nearly 200 smaller retirement and long-term care home operators across Canada.

## Sienna Co-founded the CaRES Fund

Inspired by the dedication and extraordinary efforts of staff members in the seniors' living sector, Sienna, together with Chartwell Retirement Residences, Revera Inc. and Extencicare Inc., initiated the CaRES Fund.

The CaRES Fund aims to provide one-time financial grants of up to \$10,000 to eligible employees of long-term care and retirement operators in Canada facing extraordinary circumstances amid the COVID-19 crisis.

In addition to Sienna's contribution to the CaRES Fund, the Company's Board of Directors has forfeited a portion of their 2020 compensation to make additional contributions. In 2020, the CaRES Fund awarded approximately 700 employees over \$2.3 million in emergency financial assistance.

The CaRES Fund intends to continue its legacy post-COVID-19 through continued emergency funding as well as support to employees or their family members to pursue higher education. The CaRES Fund is open to all operators, sector partners and the community to join in expanding the legacy and resources that will continue to recognize the dedication of employees in the sector for years to come.

**\$2.3M+**

2020 emergency financial assistance through CaRES Fund

**\$0.6M**

2020 contribution to the CaRES Fund by Sienna and its Board of Directors

**~700**

Employees in seniors living received help through the CaRES Fund in 2020

# Environmental

We are focused on improving our environmental footprint and addressing climate change with both our existing residences and our development portfolio so that we can do our part to preserve our planet for future generations.

## Water conservation

Retirement and long-term care communities consume water as part of our daily operations. Finding ways to conserve water is an important sustainability initiative.

Flow Management Devices (FMD), a water-saving technology, have been installed in a number of our properties and will be rolled out across additional communities in the coming years. Based on initial results, this technology can save up to 20% in water consumption in our communities.

In renovation or development projects, Sienna installs water-saving technology, such as low flow toilets and sensors to control irrigation systems.

## Decreasing energy consumption

We have started a lighting retrofit program, replacing older infrastructure with efficient LED lighting systems. Our pilot program comprising eight residences is now complete and we plan to update additional residences in the coming years. We also continuously update older appliances, fixtures, and equipment with more energy-efficient alternatives and whenever possible, participate in ENERGY STAR programs.

## Recycling and waste reduction

Sienna has an extensive waste management and recycling program in place and continuously aims to reduce the use of plastic and paper products with strategies in place to eliminate use of single use straws, plastic bags, plastic cups and to go paperless.

## Redevelopment of more energy-efficient long-term care homes and senior living campuses to replace older Class C long-term care homes

Sienna's current development plans include the redevelopment of its existing 2,200 beds in Class C long-term care homes. The redevelopment plans will focus on sustainability, with energy-efficient heating and cooling systems, LED lighting and updated energy-efficient windows and fixtures that will significantly reduce the environmental footprint of these homes.

The long-term care development program represents a major opportunity for Sienna to lower carbon emissions and create a positive impact on climate change.

Sienna intends to invest over \$600 million over the next five to seven years to redevelop older Class C long-term care homes.



# Social

Our goal is to build a true resident-centered and people-driven partnership in care.



# Resident Experience

Creating a positive resident experience is driven by our shared values, and a commitment to innovation and excellence. As leaders in our sector, we leverage technology and best practices to constantly set new benchmarks for quality. At the same time, we never lose sight of our Mission, Vision and Values.

# Quality of Care

In 2020, we leveraged the knowledge and skills of Canada's foremost health and long-term care experts and continued to invest in new technologies to enhance the way we care for our residents.

## Senior healthcare expertise

- Sienna has added Dr. Andrea Moser as Chief Medical Officer to its leadership team, a family physician with deep experience in the care of the elderly and long-term care who is leading and implementing all aspects of medical services across Sienna's long-term care and retirement operations, and enhancing the resident quality platform at Sienna.

In addition, the Company receives expert advice from:

- Joseph Mapa, the former President & CEO of Sinai Health System and former President & CEO of Mount Sinai Hospital and;
- Dr. Allison McGeer, one of Canada's premier infection prevention and control (IPAC) specialists, as Sienna's Chief IPAC Specialist.

## Technology to promote safety and enhance resident care

Sienna continues to enhance and leverage technology as a tool to promote resident and team member safety at its residences. Two of our current initiatives are highlighted below:

### • Virtual care:

Sienna is investing in virtual care to enhance medical care at residents' bedside. Through the use of technology such as video conferencing, our residents can be seen remotely by external specialists and our own medical teams, who can quickly respond to urgent care needs from anywhere.

### • Automated screening:

Sienna is piloting automated screening in two long-term care residences and two retirement residences to promote safety. This technology, which takes the temperature of people entering a residence, records answers to the screening questions and approves entry with a badge, providing an additional layer of protection for residents, their caregivers and team members.

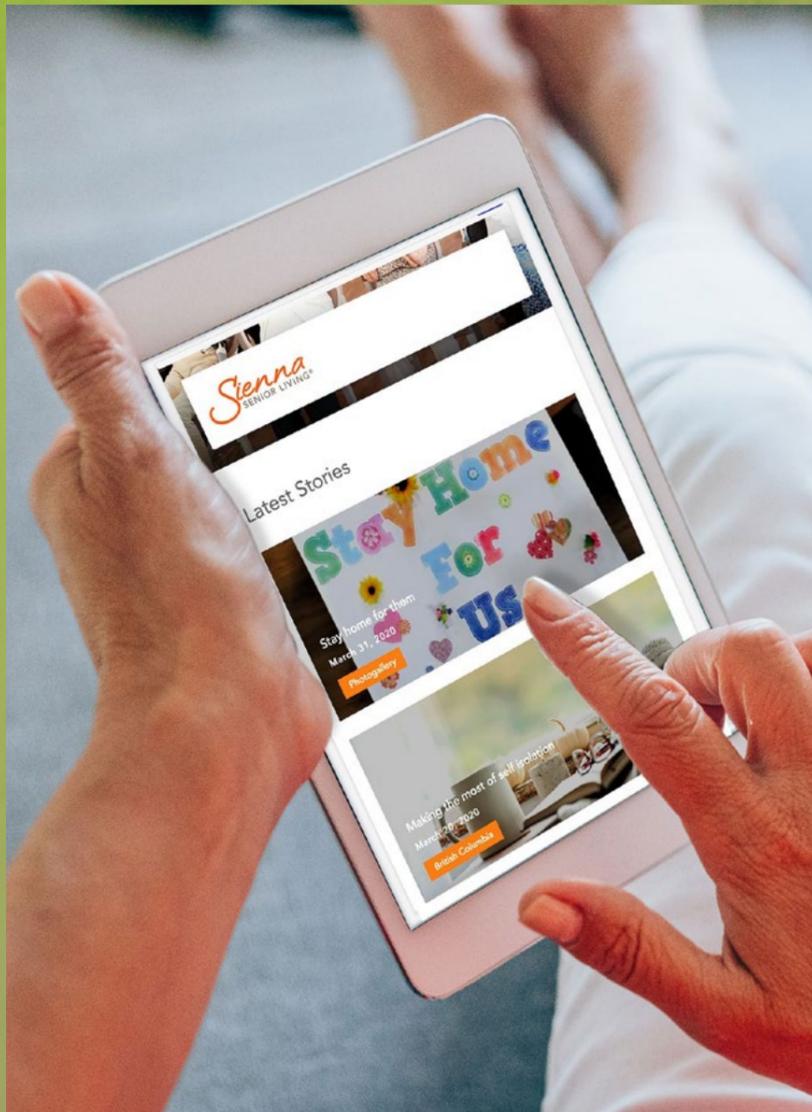
**SQLI and Quality Committee:** As part of an ongoing commitment to improve clinical quality and safety for seniors, Sienna joined SQLI to benchmark quality indicators against international standards and to participate in the sharing of best practices and established a board-level Quality Committee (see [2020 ESG Highlights](#) for further details).

**Accreditations:** In July 2018, Sienna's eight residential care communities in British Columbia were successfully accredited and received a four-year Accreditation with Exemplary Standing. Sienna's Ontario long-term care communities were awarded the highest possible accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF) in April 2020, achieving a score of 99.5% conformance to CARF standards. The accreditation, which is subject to certain conditions, is valid until the end of 2022.



# Family Caregiver Engagement

Throughout 2020, we continued to strengthen the ways we communicate with our residents and their families by ensuring families are part of the communication and engagement circle. Amid the challenge of COVID-19, Sienna embarked on a journey to increase lines of communication, better engage families and provide them with wellness support. Every residence now holds a virtual town hall with all families at least once a month and sends out a bi-weekly e-newsletter. In addition, we launched a wellness series currently focused on stress management and dealing with loss and engaged our in-house medical experts to provide information and answer question about the COVID-19 vaccines.



# Investing in our Communities

**Sienna for Seniors:** Launched in 2017, "Sienna for Seniors" is an integrated, company-wide charitable giving program. The program supports marginalized seniors and those suffering with Alzheimer's or related dementia in the local communities that the company serves. Funds remain in the community in which they were raised, supporting charities with seniors-focused programs that include the regional Alzheimer Societies, and other local charities.

Since its launch, Sienna for Seniors has raised over \$0.6 million.

## Community leader in Canadian seniors' living communities:

Sienna is an active leader in the Canadian Association of Long Term Care, Canadian Society for Long Term Care Medicine, Ontario Long Term Care Association, Ontario Retirement Communities Association, BC Care Providers Association and BC Seniors Living Association. In each of these associations, Sienna is actively involved in serving on boards and committees and plays an important role in shaping advocacy and sound policy as well as advancing the quality care agenda.

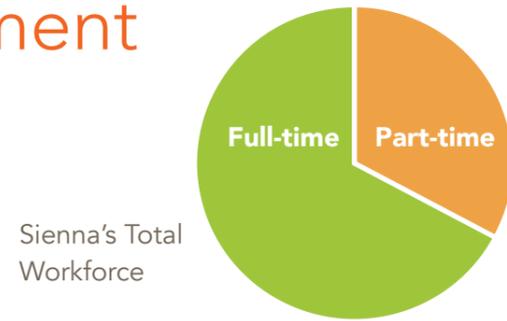
**Volunteer programs:** Sienna is deeply involved in every community in which it operates. Sienna has hundreds of volunteers who give their time and bring the warmth of human connection to residents living in Sienna's long-term care communities. Volunteering is part of the Sienna's community spirit with team members and residents often joining forces to contribute to their local communities and charities.

**CAPES and CaRES:** Sienna responded to the COVID-19 pandemic with two important initiatives it helped to found in order to protect and support residents and frontline team members (see [2020 ESG Highlights](#) for further details).



# Human Capital Management & Employee Engagement

With over 13,000 team members, Sienna's employees are our most important asset and creating a positive experience and supporting personal and professional growth is a key focus at Sienna. Since the onset of the Covid-19 pandemic, Sienna's full-time workforce increased by 16% to two thirds.



**Learning & development** is one of Sienna's top priorities. Many learning opportunities are offered internally and include orientation, on-boarding and on-line learning for team members with both mandatory and optional modules that can be accessed at any time. Further, there are numerous leadership development programs to assist leaders in advancing their knowledge and skills to grow and advance within the Company. The Company supports and encourages internal advancement and promotions wherever possible.

In addition, the following learning tools are offered:

- **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.
  - ➔ Sienna was named as a finalist for three years in a row from 2017 - 2019 for its best learning and development strategy by Canadian HR Awards.
- **Take the Lead:** Monthly virtual micro learning focused on leadership development.
- **Manager Essentials:** A blended online and in-person learning opportunity to develop foundational people skills for effective day-to-day management of teams.
- **Diversity & Inclusion Program:** A program created to foster safe, respectful and inclusive workplaces built on Sienna's values.
- **Employee training and programs during COVID-19:** Since the onset of the COVID-19 pandemic, additional emphasis has been placed on wellness programs, including mental health and well-being, sensitivity training and re-education of team members, including weekly in-person training seminars at our residences. Sienna has developed a standardized COVID-19 management guide to provide further guidance to team members on infection prevention and control measures.

**Team member communication:** In 2020, as part of Sienna's commitment to ensuring our team is well informed, we launched a new app that provides real time updates to thousands of team members, allowing for enhanced communication, including communications from Sienna's corporate office, leaders at each site and amongst team members.

**Sienna Impact Awards:** To acknowledge the dedication and outstanding contributions of team members, Sienna introduced the Sienna Impact Award in early 2019. The Impact Award, which is considered the highest honour within Sienna, recognizes individuals who have made a significant positive impact company-wide, sector-wide, or across an entire division in the Company.



**crew** ✓

Team member app allows for enhanced communication with thousands of team members across 83 residences, including communication with Sienna's corporate office, leaders at each site and amongst team members.



# Health, Safety and Wellness

Promoting health, safety and wellness across the company 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

- A **health & safety committee** that meets regularly, to ensure the maintenance of safe and healthy work conditions and compliance with legislative requirements through an ongoing program of monthly inspections
- Well-defined **policies, procedures** and **training**
- Numerous **wellness programs**, including 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 employees and their families so that they can 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.



# Fostering Research & Innovation

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.

## The Company's current involvement includes the following projects and research partners:

- Rapid COVID-19 testing pilot program in cooperation with the **Ottawa Hospital**
- Reducing preventable emergency room transfers in cooperation with the **Humber River Regional Hospital**
- Promoting the increased participation of older adults in making care decisions in a collaborative environment in cooperation with the **Lawrence S. Bloomberg Faculty of Nursing, University of Toronto** and **Baycrest Health Science**
- Studying the impact of pureed food in long-term care communities in cooperation with the **University of Waterloo** and **Schlegel Research Institute for Aging**

## Partnerships with colleges and universities

Sienna collaborates with over **60 local colleges and universities** to continuously innovate and bring best practices in seniors' living and care to its residences. With a focus on diversity, these partnerships facilitate student placements, applied research, and continuous professional development opportunities.

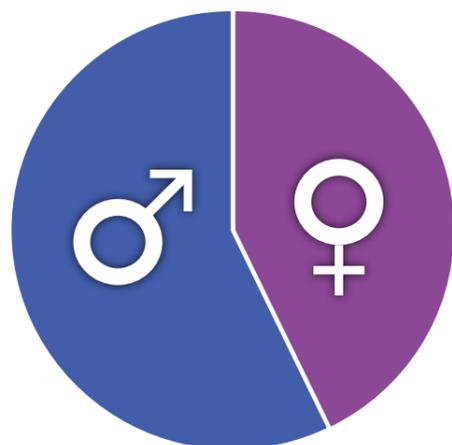
## Governance

We are committed to maintaining the highest ethical standards through a strong governance framework, a diverse and gender-balanced leadership team, and an experienced and independent Board of Directors.

## Diversity and Inclusion

The Company is focused on bringing together a multitude of perspectives, and is committed to being a leader in diversity, which includes, but is not limited to, 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. Three of Sienna's seven board members are either women or identify as Black, Indigenous and People of Colour (BIPOC). Approximately 79% of Sienna's senior management team (Director-level and above) and 44% of its executive leadership team is female. In addition, approximately one third of the executive leadership team identifies as BIPOC.



**Senior Executive Team**  
(Senior Vice President and above)

**1/3**  
**BIPOC**



## Governance Framework

Sienna is committed to sound and effective corporate governance based on a strong governance framework.

Select policies & procedures:

- Code of Business Conduct and Ethics
- Whistleblower Policy
- "Say on Pay" Advisory Vote - 99% Shareholder Approval in 2020
- Director/Senior Management Share Ownership Guidelines

For further details and a comprehensive list of Sienna's policies and charters including the ESG Committee Charter, please visit our [website](#).

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

Sienna earned a spot on the inaugural Report on Business Women Lead Here list, an annual benchmark of executive gender diversity in corporate Canada. Launched in 2020, Women Lead Here is an annual report that uses a proprietary research methodology to rank Canadian companies that have achieved or are nearing gender parity in executive ranks.

### Sienna is Among Top 20 Issuers of Globe & Mail 2020 Board Games

According to the Globe & Mail's comprehensive ranking of 211 corporate boards of companies in the S&P/TSX Composite Index based on the quality of their governance practices, Sienna ranked 16th in 2020.

**99%**  
**shareholder approval**  
**for approach to**  
**executive compensation**

**6 of 7**  
**directors are**  
**independent**



Sienna  
SENIOR LIVING®

HEROES  
WORK HERE!

HEROES  
WORK HERE!

Fountain View

2020 NURSES WEEK

Harmony Hills

05/27/20 11:25

05/26/20 11:34

May Fair  
Terrace