



ESG Report

2023–2024

Sienna

Senior Living

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Message from the CEO

Creating Strong Communities within Sienna and Beyond



The senior living sector is witnessing transformative growth, and we are committed to supporting a generation of Canadians that have contributed greatly to the fabric of our nation. As leaders in both long-term care and retirement living, we are well-positioned to meet the needs of Canada's aging population, which is set to triple in the next 25 years.

This demographic shift will require all of us to rethink services and supports for older Canadians. At Sienna, we are continuously adapting to these changing needs, introducing services, programs and standards that enable residents to live fully.

With the immense responsibility of caring for nearly 12,000 residents across four provinces, we are dedicated to creating strong senior living communities where residents thrive, team members feel supported, families are welcomed and partners in the community share our deep conviction about caring for seniors.

The theme for our report this year is **Create Community** – one of Sienna's four core values, along with Act Positively,

Be Accountable and Demonstrate Caring. As a company we play an important role in bringing residents, team members, families and our community partners together to make life better for one another. Living this value encompasses many of the steps we are taking towards fulfilling important Environmental, Social and Governance (ESG) principles.

We are proud to report on the progress we are making to enhance the resident experience, support 12,500 team members and improve the sustainability of our operations, all while maintaining rigorous governance standards. Some of our most impactful achievements over the past year include notable enhancements to our Circle approach in long-term care, our successful initiatives related to attracting and retaining team members and the significant progress in the redevelopment of older long-term care homes in Ontario into modern, welcoming communities with improved environmental footprints.

We aim to be a company where team members can thrive, feel they belong and receive the support they need to achieve their career goals – forming a crucial foundation that enables them to pursue their passion for working with seniors. This is highlighted by the continued improvement in Sienna's team member engagement score.

Three years ago, we published our first ESG report, and we are committed to building on this important work and reporting our progress to stakeholders. As we strive to be Canada's most trusted and most loved senior living provider, we are introducing more programs and services designed to enhance the quality of life for our residents and team members, focusing on all aspects of cultivating happiness.

With incredible residents who actively participate in their communities, highly engaged team members, and supportive partners, we are creating inviting communities together – homes where seniors can make new memories, welcome friends, and build trusting relationships.

The future for senior living and Sienna is bright, and we are excited to continue this journey with our stakeholders, working together to create strong and vibrant communities.

Sincerely,

Nitin Jain
President & CEO
August 2024

Sienna at-a-glance

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



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



As at June 30, 2024

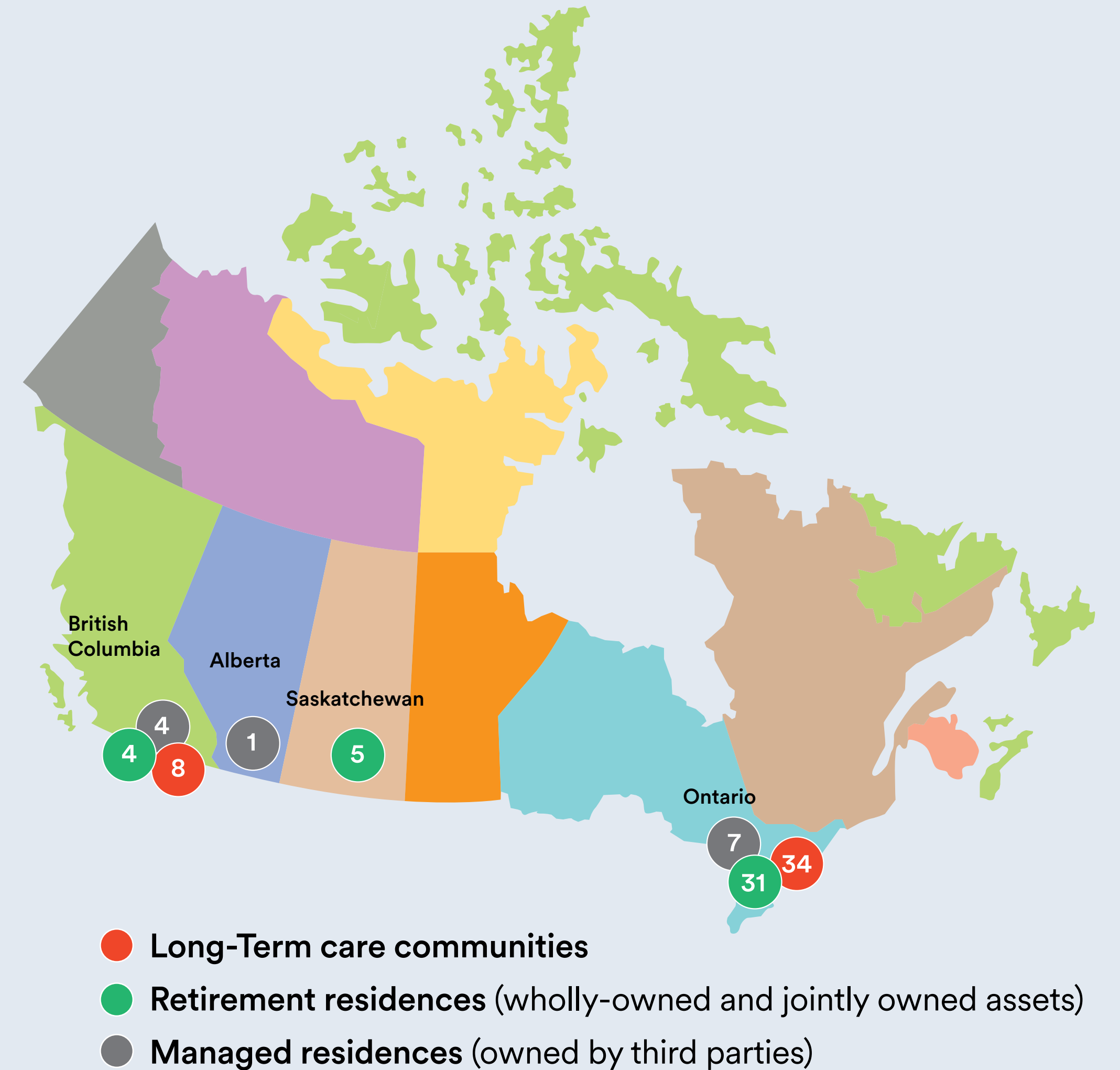
A diversified portfolio

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 that 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

Team member engagement continues to rise

At Sienna, we provide a workplace where our team members' voices are heard and their contributions are recognized. Our 2023 team member engagement results mark the third consecutive year of improvement in our overall engagement score, highlighting the success of our initiatives in building a highly engaged team. With a record-high survey participation rate of 72%, team members rated their ability to do meaningful work a 9.1 out of 10.

Residents go above and beyond

Engagement is contagious, extending beyond our team members to our residents. With incredible residents who actively participate in their communities, Sienna's Sparkle Award celebrates residents who go above and beyond to help cultivate happiness and create community in their homes.

Creating community while embracing the environment

Team members, residents, and families across Sienna's retirement communities have discovered a simple yet impactful way to support the environment by planting pollinator gardens amidst the decline in pollinator populations.



This initiative not only helps preserve biodiversity but also fosters a sense of community through a shared purpose of planting and maintaining these gardens.

A leader in gender diversity



REPORT ON BUSINESS
WOMEN LEAD HERE

In 2024, Sienna has been recognized for the fourth consecutive time in The Globe and Mail's "WOMEN LEAD

HERE" for its commitment to gender diversity and support of female leaders. **50%** of Sienna's executive team and **43%** of its Board of Directors, including the Chair of the Board, are female.



of Executive team is female





Social

Our team members

With approximately 12,500 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 and build a stronger community together.

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. Maintaining 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.



Creating community goes beyond providing quality care and services. It's about nurturing an environment where each resident and team member feels valued, respected, and connected. It starts with our team members who are the architects of creating an environment where our residents not only feel at home but also experience a true sense of belonging.



The high percentage of women in our workforce is reflected in our management team with nearly 80% of the more than 400 leadership positions being held by women. Sienna has been recognized for the fourth consecutive year in The Globe and Mail's 2024 **"Women Lead Here"** for its commitment to gender diversity and support of female leaders.

Female Leaders	2021	2022	2023
Board of Directors	38%	43%	43%
Senior Executive Team	44%	50%	50%
Senior Leadership Team ⁽¹⁾	78%	80%	79%
Total Workforce	88%	87%	86%

(1) includes over 400 leadership positions



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 senior living provider.

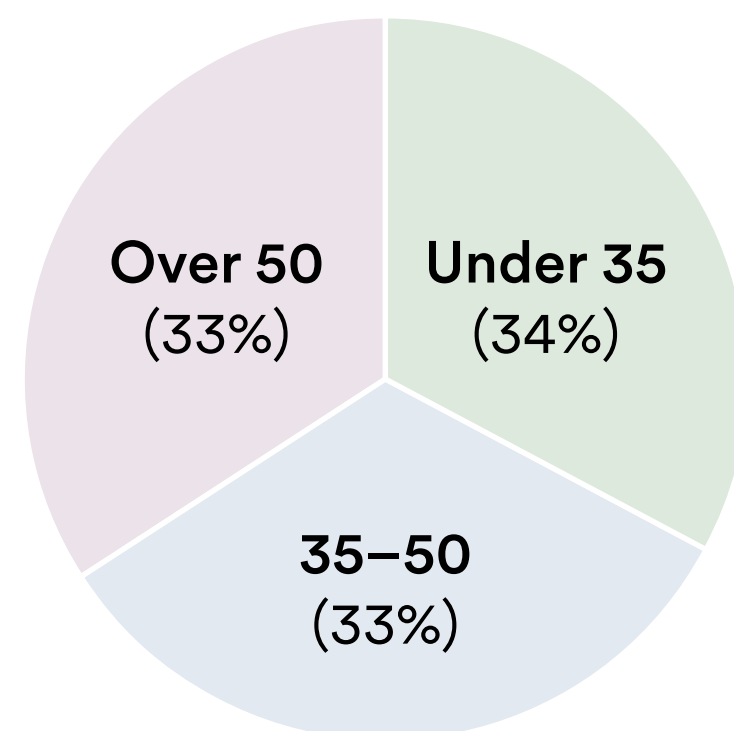
Diversity, Equity, Inclusion & Belonging – Guiding principles

Embracing and celebrating diversity is integral to Sienna's core value of creating community.

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

We create community by fostering diversity

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 2023 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:

Self-Identification	2022	2023
Racialized	19.0%	18.0%
Indigenous	8.1%	8.0%
Persons with disabilities	8.3%	8.0%
LGBTQ2S+	8.2%	7.0%

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.



Honouring Pride Month, Woods Park Community opened its doors to host their first ever Drag Show.

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 2023, Sienna conducted its annual employee 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.

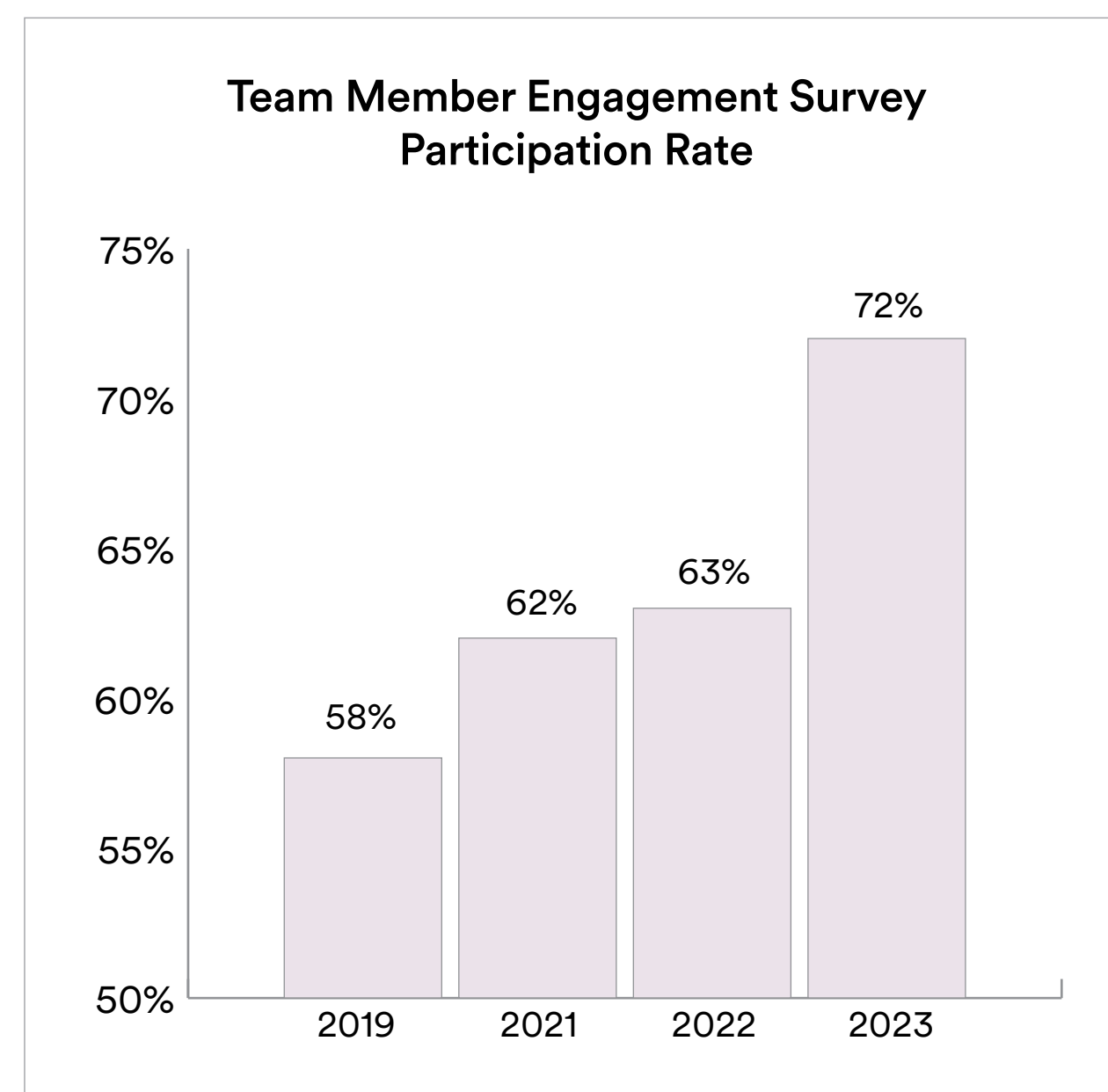
9.1
out of 10

Team members' ability to do meaningful work

Based on the 2023 survey results, Sienna's team members rated their ability to do meaningful work with a 9.1 out of 10.0.

2023 was the third consecutive year of overall employee engagement score improvement. Our team member engagement score rose to 7.5 from 7.3 in 2022, 7.1 in 2021 and 7.0 in 2019.

These results are strong, given the challenges the seniors' living sector experienced in recent years, including the impact of ongoing staffing shortages in the broader health care sector. Our survey participation was 72%, a significant improvement to prior year participation rates and a clear indication of Sienna's continued success in enhancing team member engagement.



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 is the only employee share ownership program in Canadian senior living, and is complemented by financial literacy training to further support team members.

85%

2024 SOAR Enrolment Rate

6,800+

Team members having received Sienna shares under SOAR



Talent attraction and retention

Internationally Educated Nurses and Temporary Foreign Workers

Sienna’s multifaceted approach to attracting and retaining an engaged team includes the placement of students, temporary foreign workers and internationally educated nurses, programs that are of particular importance at communities with significant staffing challenges.

Our partnership with the Internationally Educated Nurses and Temporary Foreign Workers program provides individuals the opportunity to fulfill the required hours to obtain their licenses with the College of Nurses of Ontario while working as personal support workers (“PSWs”). Sienna facilitates our team members’ move to Canada with a comprehensive onboarding and welcoming program.

“We believe that the appeal of our purpose, vision and values differentiates Sienna from competitors and helps us attract and retain a highly engaged workforce. It allows us to build a talent pipeline for the future.”

– Olga Giovannello, Chief Human Resources Officer



Tenure

The majority of Sienna’s full-time, part-time and casual team members are frontline workers, with approximately 75% of Sienna’s workforce working in our long-term care communities.



increase in Team Member retention in 2023

Average Tenure of Full-Time Team Members (Years)	2022	2023
Long-Term Care Operations	6.2	6.4
Retirement Operations	2.3	2.7
Corporate Head Office	2.8	3.2

Values in action: Creedan Valley Community welcomes new team members from Ukraine

Sienna's Creedan Valley long-term care home is located in Creemore, Ontario, a rural community about an hour's drive away from the nearest city. As a result of the location, recruiting new talent can be challenging. When the unique opportunity to be part of a program that helps Ukrainian refugees find employment and housing was introduced at Sienna, the team at Creedan Valley was excited and anxious at the same time.

Team members started prepping for this big change, held daily sessions and shared all the information they had in regular town hall meetings to make sure everyone was informed and engaged. They also reached out to local leaders, got them excited, which resulted in the larger community pitching in.

On the day the new Ukrainian team members —

Nadiia Laishchuk, Olha Marynyak, and Yevheniia Marchenkova—arrived, it was a snowy winter day. With their accommodation a thirty-minute walk away, the team stepped up to support them, from arranging daily transportation to work to providing food and clothes. The outpouring of kindness from Creedan Valley and the wider community was amazing, with English lessons, church visits, food donations, and more.

But it wasn't all smooth sailing: when language barriers posed challenges during onboarding, team members found solutions. By using translation apps and helping them with their English, team members became mentors, guiding the Ukrainian team members through their new roles.

Today, Nadiia, Olha, and Yevheniia, who had arrived with uncertainties, have truly blossomed and are an integral part of the Creedan Valley Community.

“We’ve seen how embracing change, taking ownership, caring deeply, and building a strong community can transform lives—both for our new team members and for us.”

– Punnapa Hartley, Executive Director at Sienna's Creedan Valley Community



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 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 team member satisfaction surveys, team members seek opportunities to share their ideas. As a result, Sienna created SPARK, a program that allows team members to share ideas on how Sienna can grow, improve and fulfil its Purpose of cultivating happiness in daily life. A number of the submitted ideas are piloted with the most outstanding being rewarded with cash prizes. During the second round of SPARK, 177 ideas were submitted in 2023, followed by pilot programs in early 2024 in connection with the submissions from eight finalists.

Sienna Celebrates

Our company-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.

Marie Taylor Award

The Marie Taylor Award is bestowed annually upon a registered dietician who demonstrates commitment and passion in the field by its peers at the Gerontology Network of Dietitians Canada.

To no-one’s surprise, Sienna’s Lian Carroll was the winner of the Marie Taylor Award for Excellence in Long-Term Care, Seniors Nutrition and Dietetic Practice in 2024. This award celebrates excellence in seniors’ nutrition and dietic practice in long-term care.



“Receiving the Marie Taylor Award is exciting and inspires me to push for even bigger changes to strengthen how we care for seniors.”

– Lian Carroll, Nutrition Care Partner at Sienna Senior Living

2024 Spark Winners



Martina Leimgardt, Associate Director of Care & Taylor Borges, PSW, Creedan Valley
\$15,000 Award

Fall Prevention Tool: Reference tools for falls prevention.

Alexandra Turner & Matthew Pinsky, Talent Acquisition Specialists, Corporate Head Office
\$10,000 Award

National Hiring Day: Recruitment initiatives to attract and hire staff quickly, provide consistency in our approach, and market our company as an employer of choice.

Meg McManus General Manager, Okanagan Chateau
\$5,000 Award

Visualizing Common Practices: Create visual aids for housekeeping tasks to bridge communication and improve workflow for team members.

Lynne Hooper, Concierge, Rosewood Retirement Living
\$5,000 Award

Lean Memo Board: A Lean Memo Board to empower team members, enhance communication, and streamline processes in our homes.

Daniel Anane-Adeji Business Administrative Partner, Corporate Head Office & Lauriann Simard, Team Member Experience Coordinator, Owen Hill Community
\$5,000 Award

Digitizing Residents Folders and Invoices: Improving our invoicing systems to streamline administrative processes.



Team member communication

With approximately 12,500 team members spanning across four provinces, it is crucial to have a platform that connects us all.

Sienna uses a **team member communication app** to keep our team members connected with their colleagues, community and all things Sienna Senior Living. With various features, the app enables communication across multiple levels, supporting communication about company-wide initiatives and news, as well as the ability to chat with each other.

We are currently in the process of upgrading our app with enhancements to content engagement, team member recognition and training.

Siennagram is our bi-weekly team member 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.



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 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's orientation and onboarding program

Sienna's orientation and onboarding program standardizes how we welcome new team members across the organization. It 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 classroom-style general orientation facilitated by subject matter experts from each department, and introducing 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.

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.

Sienna

ACADEMY

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.



Director of Care Certificate in Clinical Leadership

This is a clinical leadership program offered by York University and funded by Sienna. The program supports new Directors of Care, Associate Directors of Care or aspiring RN nurse leaders with honing leadership competences. Since its introduction, nearly 80 team members who graduated from this program were internally promoted to Associate Director and Director of Care roles.



“The Director of Care Certificate Program was transformative, offering interaction with diverse healthcare professionals and inspiring collective efforts to improve care. It broadened my perspectives, enhanced my professional growth, and allowed me to focus on our palliative care approach. This experience provided me with the tools to excel as a nurse and leader.”

– Sean Mulholland-Smith, Director of Care, Lakeview Lodge Community



“This certification has deepened my commitment to providing exceptional resident care and continually improving healthcare operations.”

– Rashimpreet Sohi, Director of Care, Villa Santa Maria Community

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

Manager Essentials is two-day facilitator-led program focused on management competency skills. The program helps Sienna's People Managers feel confident in leading their teams to high performance while living Sienna's Vision, Purpose and Values.

Manager Essentials training team



Leadership Essentials

Leadership Essentials will become Sienna's key training program for senior leadership. It will enable them to learn and apply powerful concepts and tools to support the success of their teams and invest in building trusting relationships. This will include the development of skills such as feedback and coaching.

In addition, we currently offer a monthly Long-Term Care Development Series to leaders, Development Days, a Leadership Speaker Series and an off-site 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.

Learning Bites

Always looking for new ways to differentiate Sienna in the market, we introduced a program called "Learning Bites" in Q1 2024, which provides one hour of learning per month to all of Sienna's team members in addition to their job-specific training.

Learning Bites highlights Sienna's goal of being a learning organization through investments in team members' growth and development.

In 2023, thousands of team members participated in online and in-person learning opportunities, including:

~3,000 New team members participated in “Safe and Respectful Workplaces” and “Welcome to Sienna” courses

5,000+ Completions of eLearning programs, including LinkedIn Learning, Health and Wellness programs, and more

~1,450 Team members participating in Labour Relations Training courses

Programs-in-a-box

Sienna’s “Programs-in-a-Box” empowers its leaders to lead change and facilitate learning. It is a “turnkey” approach with clear guidelines on the “what, when and how” for each change program. It provides frontline leaders with the confidence and the tools to implement change, while ensuring uniformity and consistency in its execution.

Learning essential approaches to palliative care



Sienna partners with Pallium Canada to offer Learning Essential Approaches to Palliative Care (LEAP). The virtual training program offers three streams of learning geared to each type of health professional. In 2023, 623 team members completed or were in the process of completing their LEAP training, an increase of 25% since 2022.



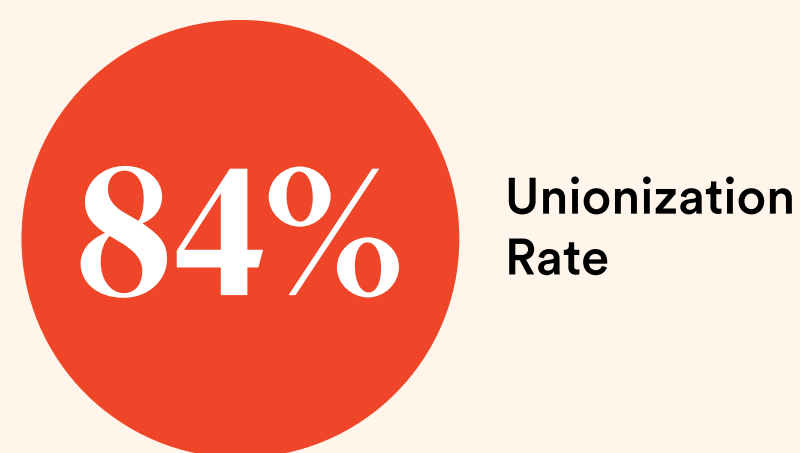
Team Members who completed LEAP training



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 84% 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-wide 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 quarterly, at a minimum, 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, Workers’ Compensation Board (WCB) in Alberta, 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 is a voluntary incentive program connecting companies of all sizes with WSIB-approved providers to improve the health and safety of their workplaces.

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

In 2023, Sienna had 931 Occupational Health & Safety (OHS) incidents, including 759 incidents that resulted in lost time of a team member.

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
2023	46	126	759	931

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.

Wellness programs

Helping our team members thrive physically and mentally is fundamental for the success of our organization. Sienna offers a number of different wellness programs and resources, including Telus Health webinars and weekly virtual fitness classes for team members at our corporate office, as well as Learning Bites focused on total wellness for team members at our long-term care and retirement communities.

Reset Rooms

Sienna introduced 'Reset Rooms' across its long-term care communities to support team members' mental health and wellness. These dedicated spaces allow team members to pause, breathe, and reset when facing a challenging moment or needing time to recharge. Each Reset Room features a calming atmosphere, informative posters and handouts, mindfulness activities, stretching exercises and a Mental Health & Wellness First Aid Kit that includes sensory items, stress balls, and more.



Our Residents

We are committed to helping residents discover happiness through personalization, choice and community engagement in a comfortable, home-like setting. By fostering a vibrant, supportive, and engaged community, we aim to create an environment where our residents can thrive physically, mentally, and emotionally.



“From the moment you approach the front door to the moment you leave, you are reassured that your loved one is in a safe and happy home.”

–Family member of resident at Sienna’s Bradford Valley Community



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.

Sienna's Circle approach in long-term care



Putting our residents at the Centre of everything we do

Sienna's long-term care platform design is based on best practices and the input from residents and families, with the aim to distinguish Sienna as a LTC provider of choice. Sienna's Circle approach to living puts the resident at the centre of everything we do. Built on a strong foundation of service excellence and quality clinical care, Circle goes even further to elevate the quality of life of residents, from settling into their new home to savouring delicious meals, enjoying stimulating activities, or socializing with neighbours, family, and friends, Circle delivers a person-centred experience for every member of the community.



Settle In **Savour It** **Stimulate** **Socialize**

Four areas of focus are the **move-in experience**, **food & dining**, **well-being**, and **visits & connections**

The first two pillars of the Circle platform - **Settle In** and **Savour It** - were launched in 2023. Major programs under these pillars are Sienna's new Move-In Guide, Culinary Academy and Circle Café, which were rolled out across all of our long-term care communities in 2023. The remaining pillars Stimulate and Socialize were launched in 2024, all while reinforcing Sienna's foundations in service, excellence and quality clinical care.

Sienna's **Gems at Our Community** program under the **Stimulate** pillar is designed to empower residents to pursue their interests, and share their passions and talents by participating actively within the community. This program fosters meaningful engagement and supports residents to live with purpose. Under the fourth pillar – **Socialize** – a multidisciplinary team has gathered best practices to create a program designed to enhance the quality of visits between residents and their families, ensuring they remain meaningful despite health challenges.

Sienna's innovative approach to palliative care

Sienna's Palliative Approach to Care Model signifies a transformative shift in resident care, focusing on personalization and enhancing quality of life. By living Sienna's Purpose and Values, we demonstrate that palliative care is not about the end, but about **creating a vibrant continuum of life**. It focuses on enhancing the well-being of residents by alleviating suffering and improving their overall quality of life at any stage of their illness, not just end-of life care. Sienna's industry-leading approach was put in the spotlight at the annual Ontario Long-Term Care Association conference in October 2023. Our team continues to lead the way with progressive and best-in-class practices that shape the future of senior living.

Sienna's Palliative Care Playbook for Families helps educate families and supports a shared understanding of Sienna's approach to palliative care.



Medication Assistance Program

Sienna has successfully completed pilots for the Medication Assistance Program at a number of its LTC homes in British Columbia and Ontario and is in the process of implementing the program at various homes.

Personal Support Workers and Care Aides who express an interest in this role undergo comprehensive training in order to administer non-controlled and low risk medications under specific conditions and with the guidance of registered nursing staff. This program enhances the care and support provided to residents and offers growth opportunities to team members through the expansion of their responsibilities.

125

Team Members
trained as
Medication
Assistant



Monica Harding, PSW and participant in the Medication Assistance Program at Fieldstone Commons Community, Toronto

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. 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.



Building Hospital connections – Sienna is participating in an innovative project called AMPLIFI, which improves resident transitions between hospitals and our long-term care

communities. Team members can share and receive digital summaries of residents' health information, eliminating manual processes, reducing errors and increasing resident safety. It also helps free up team members' time to focus on what matters most – resident care. As at June 30, 2024, AMPLIFI has been rolled out at the majority of Sienna's long-term care communities in Ontario.

MealSuite – is a fully integrated food service management technology. MealSuite 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.

It also helps clinical nutrition teams through connecting MealSuite to specific resident data in real time, reducing potential administrative errors and further enhancing resident individualization and food safety.



Quality Committee

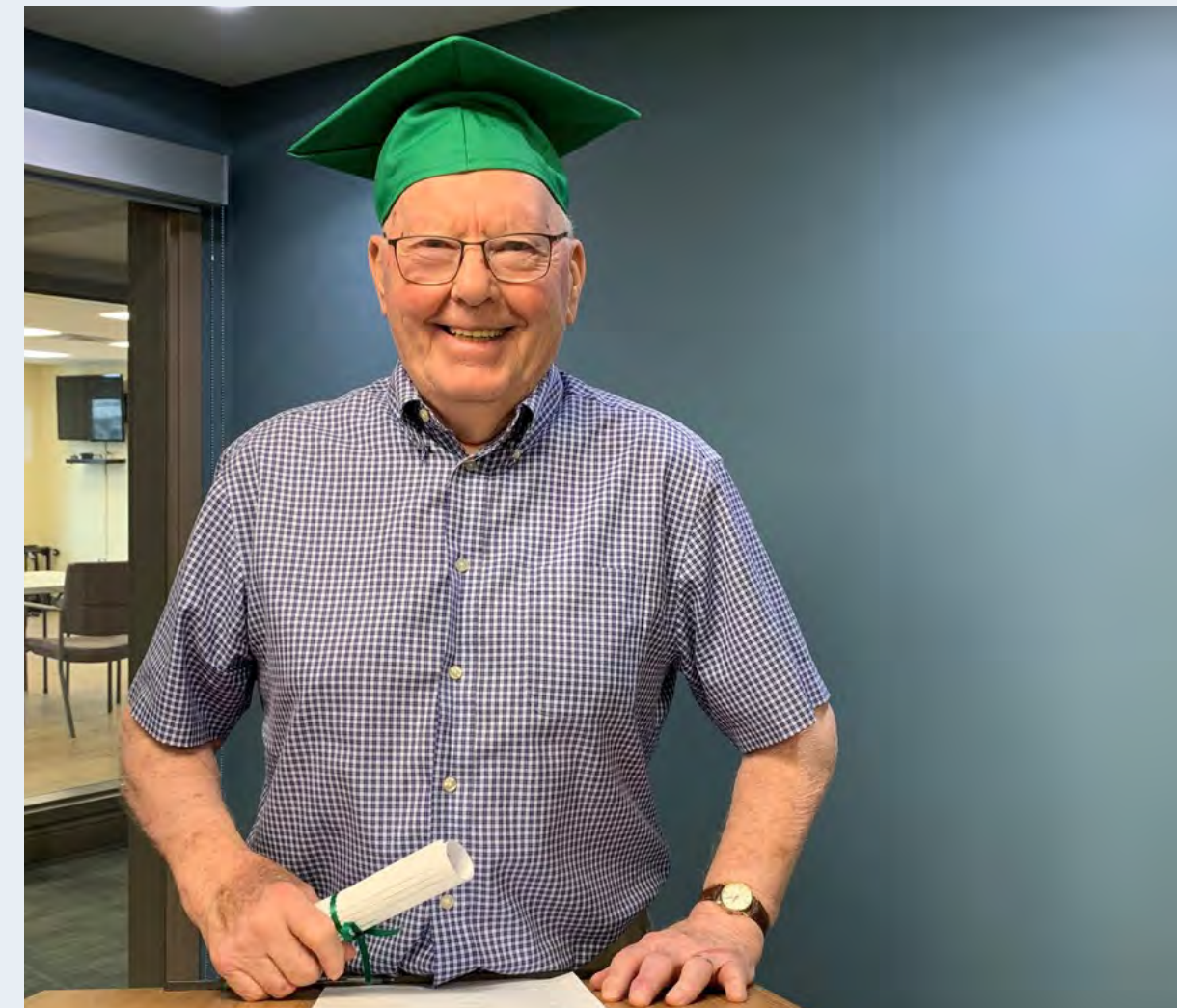
Sienna's Board of Directors established a Quality Committee to enhance its oversight of key resident quality and risk indicators. These indicators include resident care, resident satisfaction, safety and many other initiatives to improve the overall quality of resident life. The Quality Committee meets quarterly to review key performance indicators and action plans.

Aspira's Masters Academy

The Masters Academy program at our Aspira retirement residences promotes lifelong learning and provides residents with in-depth courses on health and wellness, history and culture, music, art, literature, science and lifestyle skills.

“I love having the power to cast my vote for the new upcoming courses that most interest me.”

– Henry B., Kensington Place Retirement Living

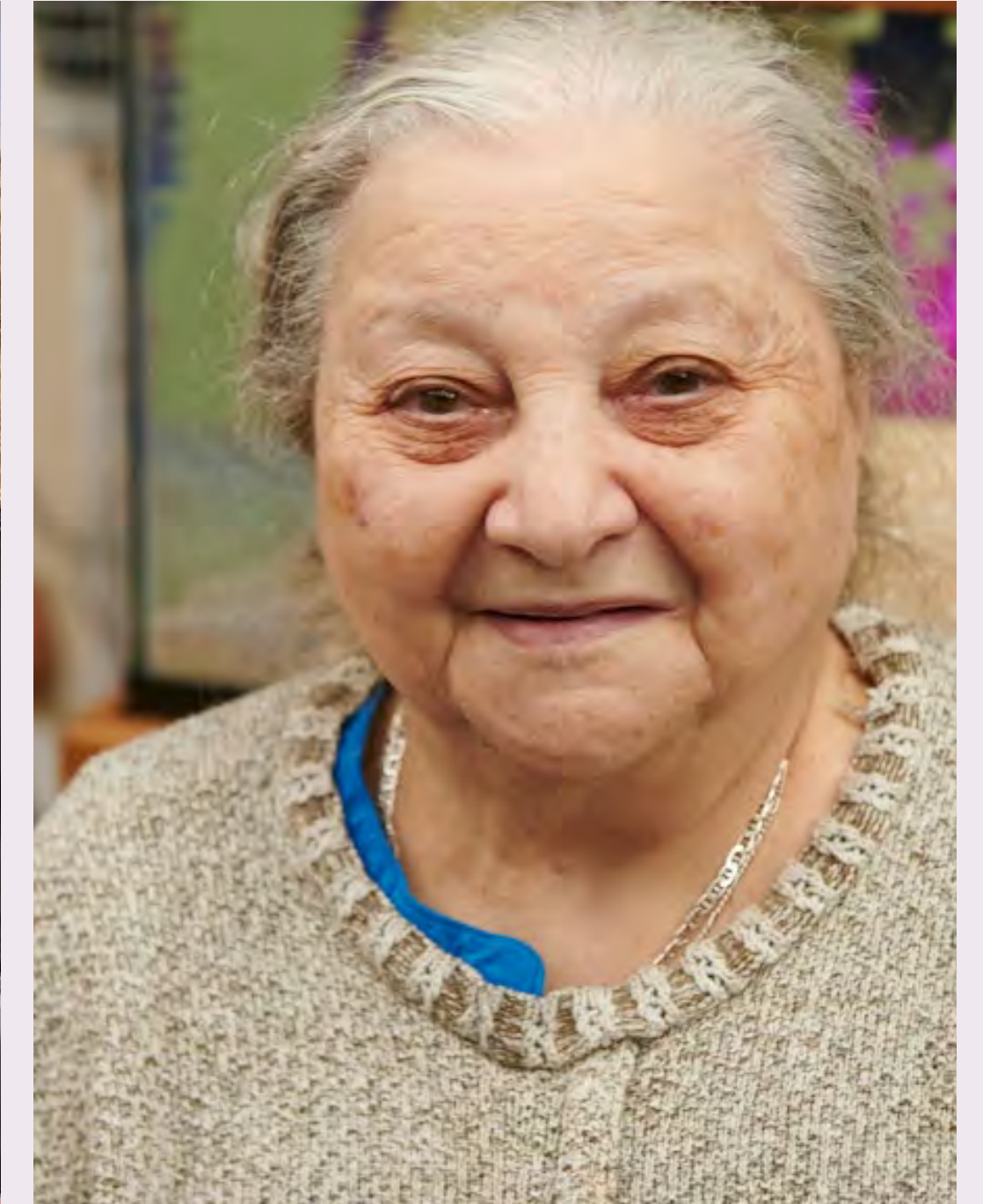


Sienna Sparkle Award

In January 2024, we launched the Sienna Sparkle Award to celebrate the 'Gems' in Sienna's communities. This award recognizes residents who go above and beyond to help cultivate happiness and create community in their homes. Four times a year, we celebrate their achievements in a dedicated ceremony within their community.



Celebrating the Gems in our Community



Celebrating Gems in our Communities

Carol M., resident at Victoria Manor in Kawartha Lakes, and fondly known as “The Cat Lady”, turned a growing feral cat colony into a beacon of hope and joy, bringing together residents and staff in a shared mission of care and compassion.



Fern S., resident at our Case Manor Community in Bobcaygeon, who takes the time to make individual gifts and cards for all residents during special times of the year.



Walter G., resident at our Aspira Harvest Crossing retirement residence in Tillsonburg, stands out in his unwavering kindness and genuine compassion for everyone at his residence. Whether it's his time spent with a fellow resident with Down syndrome, ensuring he feels included in activities, to helping residents attend events, or providing musical entertainment, Walter's genuine compassion for others illuminates the community.



Circle of Excellence Tours

Throughout the year, we actively find opportunities for Sienna's CEO to visit our long-term care and retirement communities to meet directly with team members and residents. We refer to these visits by the CEO as Circle of Excellence tours, which begin with a meeting with the CEO and leadership team of a designated location.

Following this, external stakeholders, like elected officials and local health sector leaders, are welcomed into the home for a joint tour of the location.

At the end of each tour, the CEO presents a CEO Spot Award to a team member, and a Sparkle Award to a resident.



“Our Circle of Excellence tours have significantly enhanced engagement among team members, location leaders, Sienna’s executive team, and external stakeholders. These tours provide invaluable opportunities for our CEO to connect with frontline team members, residents, and the broader community.”

– Nancy Webb, Senior Vice President, Public Affairs and Marketing

Research, partnerships and affiliations

Sienna is supporting and participating in research that benefits the future of senior 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.

Collaboration with Toronto Metropolitan University's (TMU) Dietetic Interns

Sienna is collaborating with TMU through offering placement opportunities for Dietetic Interns enrolled in the Masters of Health Science Program. Working with Sienna's Registered Dietitians and Directors

of Dietary Services across more than a dozen communities, these placements provide students with a blend of clinical and food service experiences, benefitting students' growth and education, and providing participating Sienna team members with many professional development opportunities.

Some of Sienna's additional involvements include:

- **Baycrest**
Baycrest Caregivers Research Study – a response tool for caregivers
- **York University**
Counting What Counts: Assessing quality of life and its social determinants among long-term care residents with dementia
- **Preview-ED Health Tools Inc.**
Preview ED (Practical Routine Elder Variants Indicate Early Warning for Emergency Department)
- **McMaster University**
Secure data repository for long-term care communities and retirement residences
- **GERAS Centre for the Aging**
PREVENT Study - use of residents' electronic health records to capture who is most at risk of fracture due to osteoporosis and falls.

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 senior living sector.



Affiliations with
Colleges & Universities



Giving back to the community

Our commitment to cultivating happiness in daily life and creating community 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.



Sienna for Seniors Foundation

The Foundation was formed in 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. Sienna's team members can nominate a charity of their choice and have the ability to donate to the Foundation with their donations being matched by the Company. This [video](#) showcases the Foundation's significant contributions to numerous important causes.

In 2024, the Foundation received significant support from external partners to help with the mission of supporting seniors charities in the communities we serve. In connection with this support, **Concerts in Care**, an organization that brings world-class musicians into senior living settings to let seniors experience the joy of live music, was the first charity receiving a grant.



The Foundation also continues its “**Sienna Supper**” initiative, which is of particular importance as food insecurity remains a pressing concern in many communities across Canada. Spearheaded by Sienna’s retirement platform who partnered with local community groups such as Second Harvest, team members provide fresh and nutritious meals to help nourish seniors and others in some of our communities. Through our partnership with Second Harvest, thousands of meals have been donated to date, supporting those in need.



The Foundation was 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.



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 2023, four scholarships were awarded, adding to the three scholarships awarded in 2022.

Further scholarships are being offered in 2024, as we continue to support team members who strive to achieve career growth in the healthcare sector.



Left: Jayson Gutierrez, Dietary Aide, Muskoka Shores Community
 Right: Morgan Dustyhorn, Riverbend Crossing Retirement Living
 Recipients of the Dino Chiesa Scholarship, 2023

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 financial assistance to date.

Initially established to provide hardship funding in recognition of the extraordinary efforts of senior living employees, the CaRES Fund has shifted its focus from crisis funding for economic hardship to also include education bursaries. Since 2022, the CaRES Fund has provided bursaries to approximately 100 staff members in senior living.



Environmental

We recognize the importance of improving the environmental footprint of our care communities and residences. As an owner, operator, and developer of senior 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

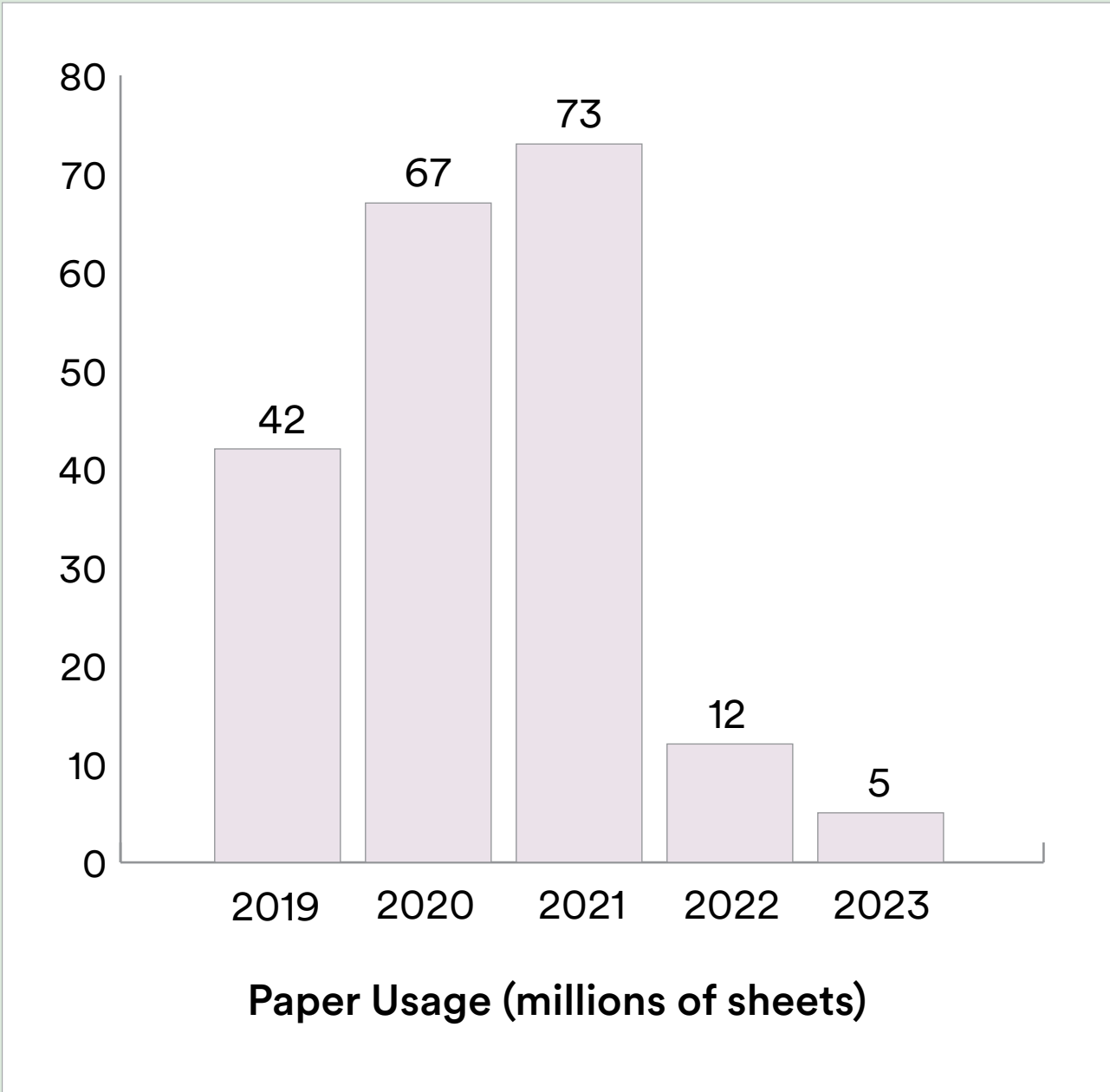
Understanding our waste trends, diversion rates and identifying opportunities for improvement are important aspects of our waste disposal strategy. With our waste management partner, we’ve implemented a waste tracking software to track waste and other ESG-related metrics. The software, which will provide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

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 2023, Sienna continued with its journey to reduce its paper usage by significantly reducing the use of printed move-in guides.

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

Diverting food waste away from landfills

We have been exploring several alternatives to divert food waste away from landfills and are always looking for opportunities to create operational efficiencies to further reduce food waste. Based on an idea from a team member who participated in Sienna's first Spark program, we have been working with Second Harvest since 2023 to redistribute excess food from our residences that would have otherwise been disposed of to Canadians living with food insecurity. Through this initiative, over 3,500 meals have been donated in 2023 and nearly 10,100 kilograms of greenhouse gases were diverted by keeping surplus food out of landfills and helping reduce harmful greenhouse gases.



“Amidst the ongoing challenge of food insecurity faced by many Canadians, it is truly inspiring to be involved in the food rescue efforts with Second Harvest.”

– Andrew Craig, Director of Hospitality and Culinary Operations, Aspira Retirement Living

Case study: Pollinator gardens

Team members, residents and families have found a simple yet impactful way to embrace sustainability initiatives at our retirement residences by planting pollinator gardens. Pollinators, such as bees, butterflies, and birds, are not only essential to ecosystems but also play a critical role in the world's food production. With pollinator populations declining due to habitat loss and pesticide use, establishing these pollinator gardens contributes to:

- Preserving Biodiversity: Pollinators play a crucial role in maintaining the delicate balance of ecosystems and supporting diverse plant species;
- Promoting Food Security: The reproduction of many fruits, vegetables, and nuts we rely on for sustenance depends on pollinators;
- Cultivating Learning Opportunities: Pollinator gardens help expand our knowledge of gardening; and
- Creating Community: Planting and maintaining pollinator gardens foster a shared sense of purpose.



Reduction of energy and water usage

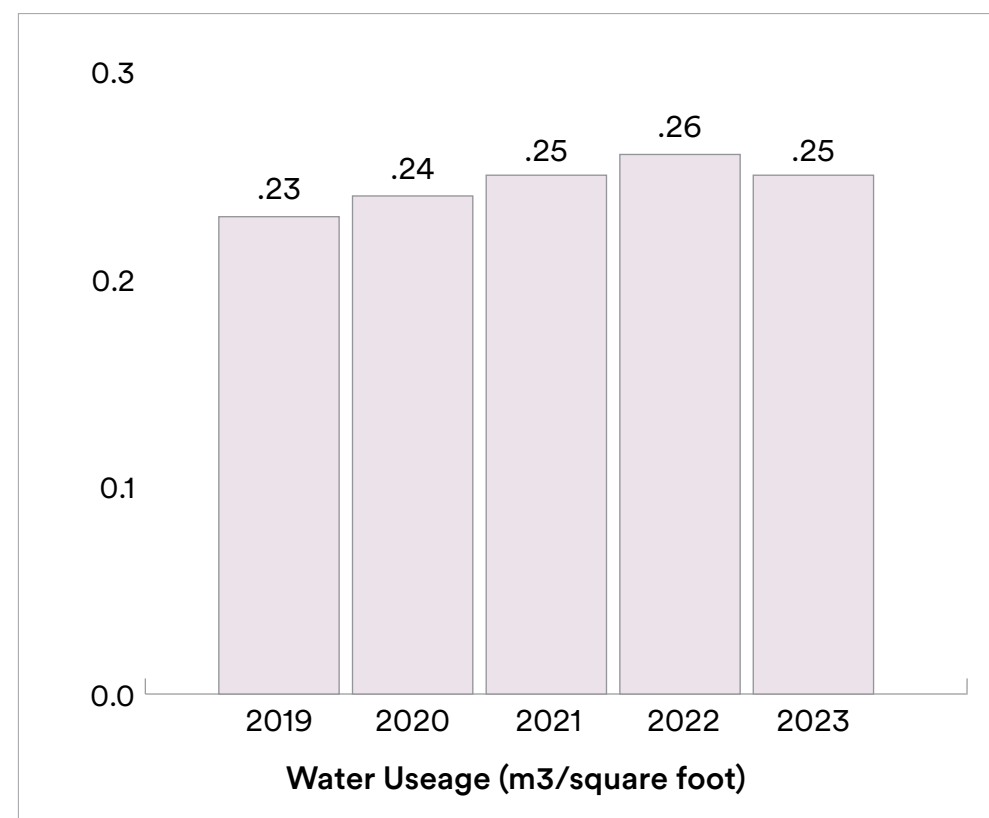
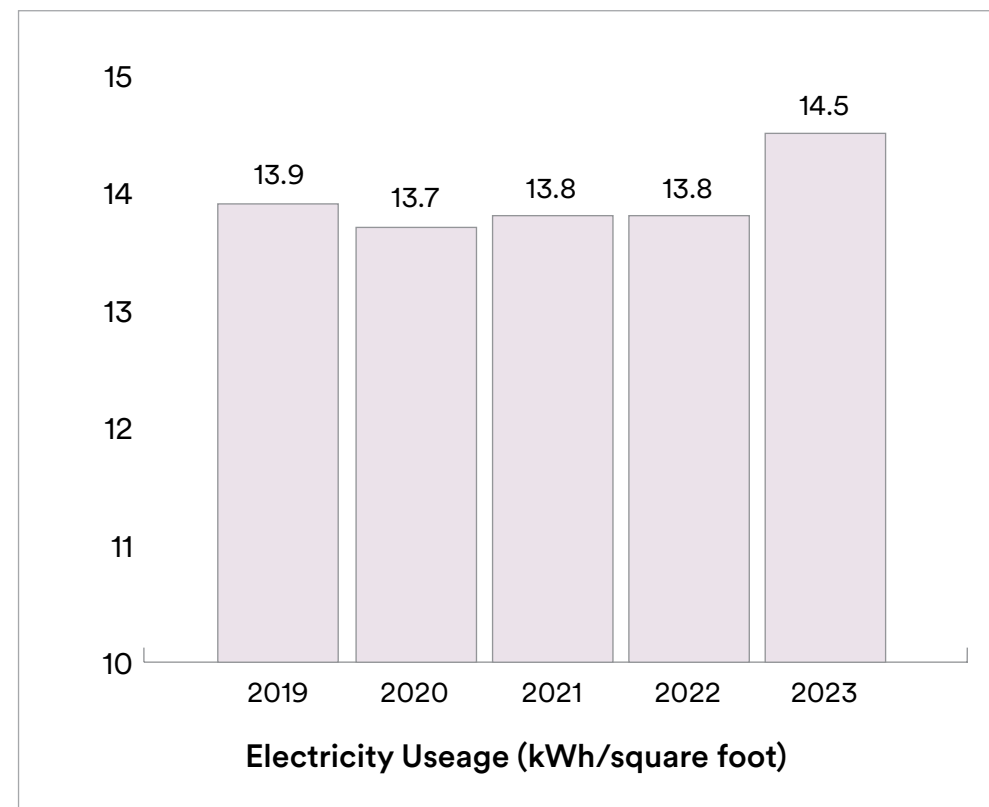
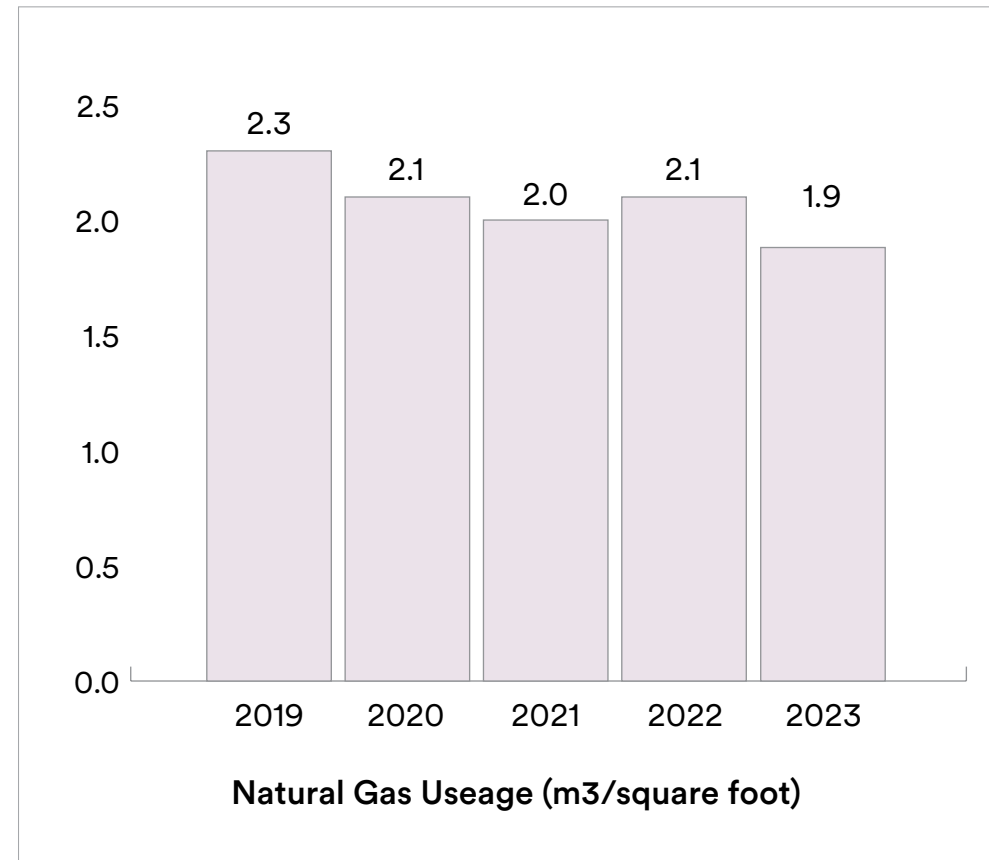
To understand our environmental impact and how we can better improve our environmental management systems, we have established baselines measuring our consumption of **natural gas**, **electricity** and **water** for the past four years.

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.

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.

Engaging the entire community to conserve energy

Energy conservation is a top priority at each of Sienna's residences. Sienna's Environmental Services Managers, who are responsible for building maintenance, provide key tips and assistance to residents on how to reduce their energy and water consumption. These recommendations called "**Weekly Tips & Tricks**" encompass actionable steps and suggestions for behavioural changes.



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 initiatives

Earth Day was celebrated at many of Sienna's communities with residents and team members coming together to reduce their impact on the environment and by taking concrete action.

Art Clark, a resident of Aspira Island Park in Campbellford, collected Milkweed seeds the previous fall, planting them with a team of fellow residents on Earth Day. Milkweeds are essential for the survival of monarch butterflies, support a wide range of pollinators and play a crucial role in habitat restoration and conservation efforts.



E-waste recycling blitz



Team members at Sienna's corporate office came together for an e-waste recycling blitz, and helped reduce the landfill impact of e-waste by nearly 2,000 pounds.

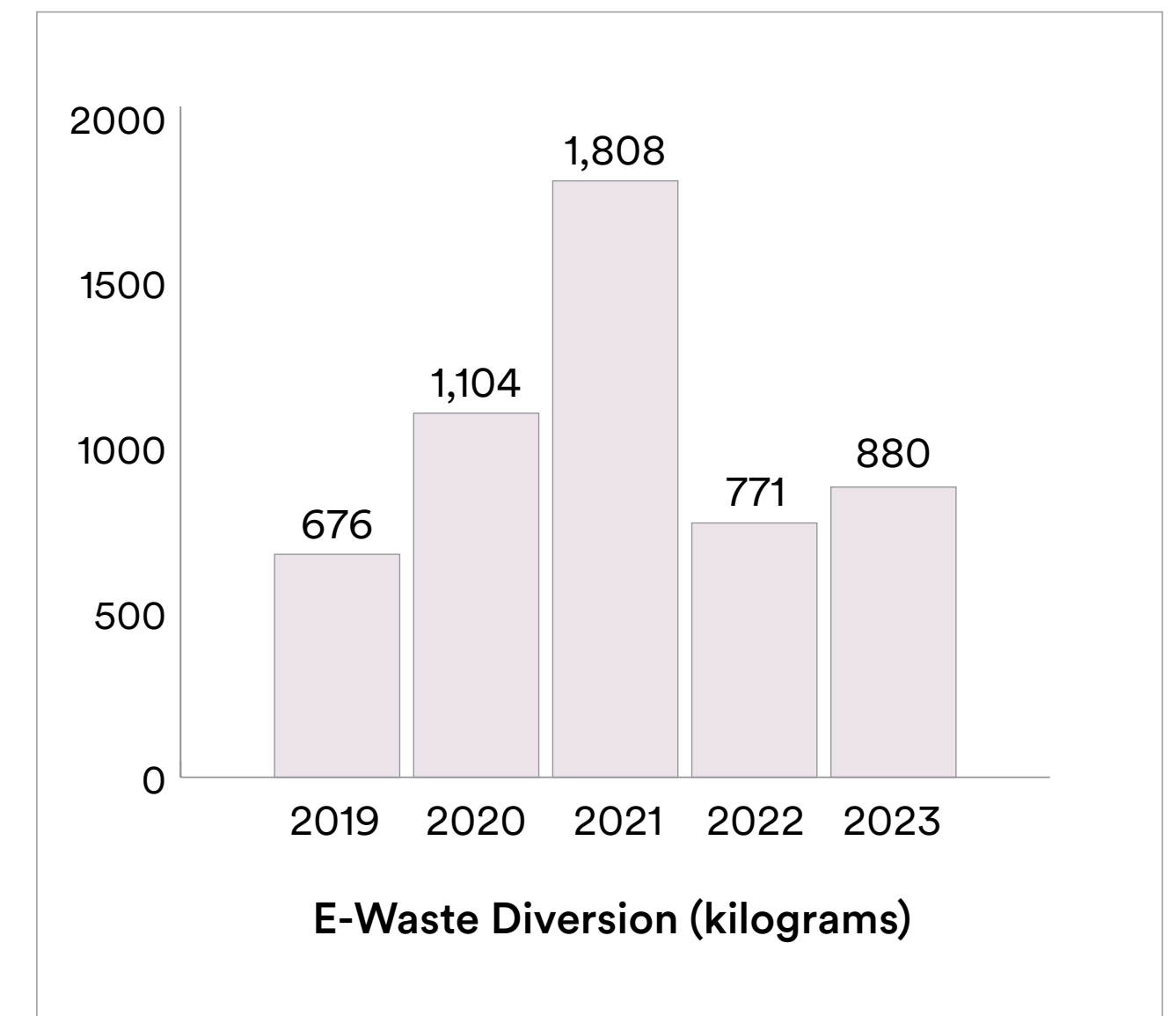
“Our team members demonstrated their commitment to caring for the environment by participating in the Earth Day e-recycling blitz. By bringing in old technology equipment for appropriate recycling, they showed that small steps can make a significant difference.”

– Reema Abouharb, Director, Investments and Transaction Projects

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.

The data below represents Sienna's 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.



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

We continue 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 2024, The Globe and Mail’s Report on Business [Women Lead Here](#) recognized Sienna for the fourth 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 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, 2023, five of Sienna’s seven directors have served on Sienna’s Board for less than five 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 is committed to a female representation on the Board of at least 33%. This goal was exceeded by achieving a level of women representation on the Board of 43% in 2023.

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 96% in favour of Sienna’s approach to executive compensation at Sienna’s most recent annual meeting of shareholders in April 2024.

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



shareholder approval of Sienna’s executive compensation in 2024



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>

Case study: Emergency Preparedness during British Columbia Wildfires

In the summer of 2023, Sienna was required to evacuate multiple long-term care communities due to wildfires. In response to the impact of these fires, the company expanded and refined its comprehensive emergency protocols to mitigate future risks related to wildfires and flooding.

In only 24 hours in early August 2023, Sienna evacuated more than 300 residents from three long-term care homes to several receiving sites where they resided for one week due to wildfire activity.

Sienna’s Emergency Preparedness and Response is considered sector-leading and led to the company engaging with Health & Emergency Management BC (HEMBC) to develop plans for the 2024 fire season.

Key initiatives include:

- Strengthening policies and expanding collaborations with external partners, including reciprocal agreements and alternative relocation plans.
- Providing logistical and psychological support to leaders and team members.
- Ensuring continuous improvement and collaboration with stakeholders to enhance emergency preparedness and resilience.

Sienna’s specific emergency preparedness strategies in the event of an evacuation include:



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 2023 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](#).



HealthConnex

At Sienna, we are continually advancing our health risk management strategies through ongoing reviews and identifying gaps in risk management plans. We are currently piloting HealthConnex, a government-endorsed cutting-edge software to bolster infection control, outbreak management, immunization tracking, and audits across our communities and enterprise.

“Ongoing technological advancements, such as HealthConnex, will not only enhance our critical risk management strategies but also elevate the quality of care we provide to our residents.”

– Jennifer Anderson, Executive Vice President, Long-Term Care

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.

Shareholder Engagement

Sienna actively engages with its shareholders to provide updates on its business, including strategic, operational, financial, and ESG matters, and to receive their feedback. This process allows us to identify and consider the issues that are most important to this stakeholder group, which is critical to our success.

In 2023, Sienna's CEO and CFO had conducted approximately 50 one-on-one meetings with existing and prospective shareholders, in addition to actively participating in conferences and media interviews.





Happy is a
lifelong pursuit.

Sienna

Senior Living