

Impact Report

2025

Sienna

Senior Living



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Message from the CEO

Building the future of Senior Living



The senior living sector is entering a period of exceptional growth, driven by unprecedented demographics, and Sienna is transforming right alongside it. This year's Impact Report reflects the many ways Sienna is growing, not only in scale, but in the areas that matter

most: our people, our purpose and our impact.

Canada's population of adults aged 85 and older is expected to double over the next decade, creating an urgent and growing need for new senior living spaces and related services and care. At Sienna, we are committed to being part of the solution — investing in our retirement and long-term care communities, adding more spaces through development, and growing the number of team members to meet the evolving needs of Canada's seniors.

With this growth comes responsibility. We understand it is a privilege to serve seniors and their families, and our growth requires us to ensure operational excellence so our homes not only run safely and efficiently, but

truly feel like home for the people who live with us. It also means being thoughtful stewards of the environment in how we build and operate each day, all while remaining fiscally responsible and staying true to our purpose of cultivating happiness in daily life for residents and team members.

One of the most unique aspects of our growth story is the ownership culture we are building at Sienna. The majority of Sienna's team members are shareholders in the company through our Sienna Ownership and Reward (SOAR) program, the first of its kind in our sector. This year, we introduced SOAR for Service, providing additional shares at service milestones as meaningful recognition of team members' contributions. This ownership culture, combined with continued learning opportunities, is creating highly engaged teams who are invested in the company's long-term success and in building lasting careers at Sienna.

Part of our growth also involves extending our reach into the communities where we operate to support organizations that touch the lives of seniors in different ways through the Sienna for Seniors Foundation. Working alongside our business partners and through the generosity of our team members, the Foundation

has provided donations to charities and universities, supporting both seniors and the next generation of healthcare workers. Earlier this year, we were able to establish a ground-breaking partnership with Ontario Tech University to create the Sienna Senior Living Research Centre for Healthy Aging and Happiness. This centre advances research and innovation in aging to help create a future where healthy aging and happiness go hand in hand.

This is growth with purpose. It is rooted in our values, which place caring, community, positivity and accountability at the core of our actions.

As we grow, we remain committed to working closely with all stakeholders to build a strong and sustainable future for senior living in Canada.

Sincerely,

Nitin Jain
President & CEO
August 2025

Sienna at-a-glance

A diversified portfolio

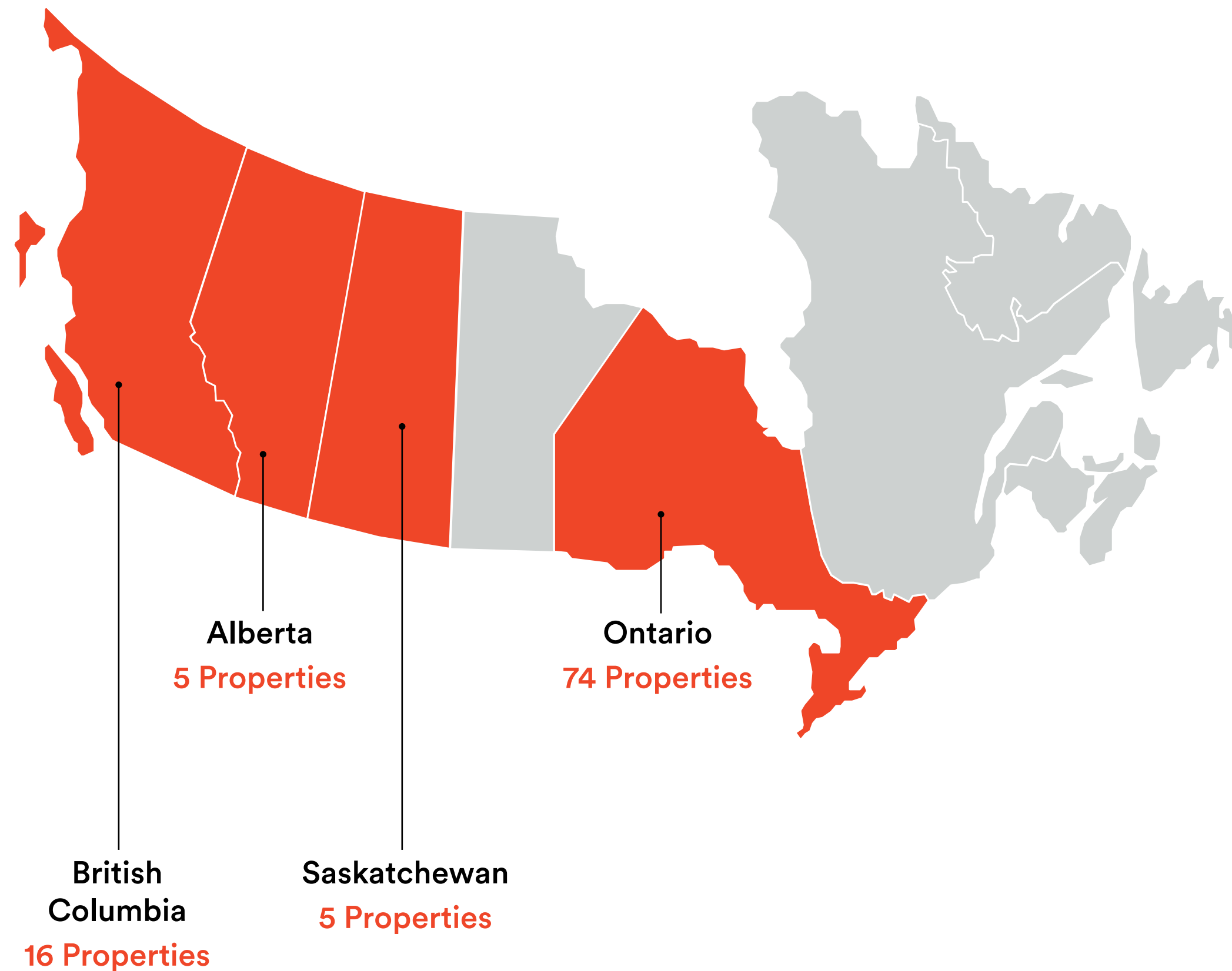
Retirement

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

Long-Term Care & Continuing Care

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

Owned and Managed Properties



As at June 30, 2025

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.**

46

Long-Term Care Communities (LTC)

42

Retirement Residences (RET)

12

Managed Residences (LTC & RET)

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

53

Years of Operations

~14,500

Dedicated Team Members

~13,000

Residents

As at June 30, 2025

Our Purpose, Vision and Values

Our Purpose

Cultivating happiness in daily life



Each of our actions and initiatives affects our residents' quality of life and well-being, while also impacting 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 with 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 both retirement and long-term care, we are committed to helping residents discover happiness in a comfortable, home-like setting. Consistent execution of this commitment supports Sienna's Vision to be Canada's most trusted and most loved senior living provider. With this Vision, we strive to 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.

Highlights

Shaping the future of responsible business

Sienna is ranked by Time Magazine as one of Canada's Best Companies in 2025

This ranking highlights organizations with high employee satisfaction, strong growth and robust Environmental, Social and Governance (ESG) practices. This recognition is a meaningful milestone. It reflects the progress Sienna has made and the passion of its team members who bring Sienna's Purpose to life every day.



Launch of Sienna Senior Living Research Centre for Healthy Aging and Happiness

Sienna's growth also extends into the local communities where we operate to support organizations that touch the lives of seniors through the Sienna for Seniors Foundation.

In 2025, the Foundation established a ground-breaking partnership with Ontario Tech University to create the Sienna Senior Living Research Centre for Healthy Aging and Happiness.



Team member engagement and ownership culture continue to grow

Sienna's 2024 team member engagement results mark the fourth consecutive year of improvement in the overall engagement score and survey participation reached a record high of 82%.

Committed to building a culture of alignment and ownership, Sienna's share ownership program (SOAR) was expanded in 2025 from what was originally a one-time award. Through SOAR for Service, which provides additional shares at key service milestones, team members who contribute to Sienna's long-term success share in it as well.



— TMX Group celebrates
Sienna Senior Living
on their 15th listing anniversary on Toronto Stock Exchange
TSX: SIA

Sienna
Senior Living



Our Team Members

Our team – the driving force behind our success

With a fast growing workforce of approximately 14,500, our team members are not only our greatest strength - they are the driving force behind Sienna's significant growth. Supporting this sustained growth momentum is our commitment to creating a positive experience for all team members by empowering them to bring their passion to life and help build a stronger, more connected community.



“At Sienna, women leaders are central to our success. We’ve seen firsthand what the research confirms: companies with strong female representation perform better. Women hold half of Sienna’s executive leadership roles and approximately 77% of Sienna’s leadership team are female — and we remain committed to sustaining and strengthening this strategic advantage.”

— Nitin Jain
 Director, President & CEO
 Sienna Senior Living

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 86% of all team members being female.



The high percentage of women in our workforce is reflected in our management team with 77% of the more than 400 leadership positions being held by women. Sienna has been recognized for the fifth consecutive year in The Globe and Mail’s 2025 “Women Lead Here” for its commitment to gender diversity and support of female leaders.

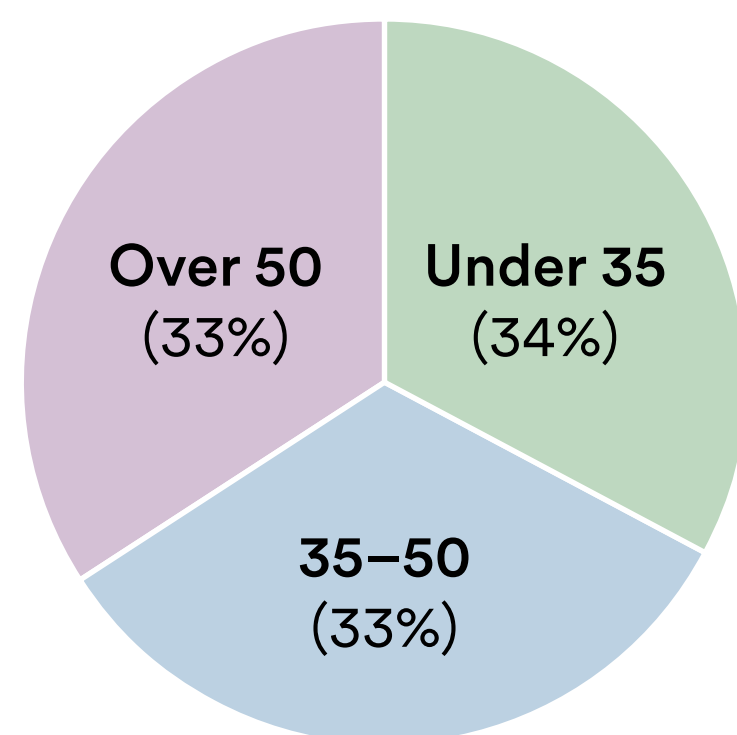
Female Leaders	2021	2022	2023	2024
Board of Directors	38%	43%	43%	43%
Senior Executive Team	44%	50%	50%	50%
Senior Leadership Team ⁽¹⁾	78%	80%	79%	77%
Total Workforce	88%	87%	86%	86%

(1) includes over 400 leadership positions

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.



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 2024 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	2024
Racialized	19.0%	18.0%	18.7%
Indigenous	8.1%	8.0%	7.5%
Persons with disabilities	8.3%	8.0%	8.1%
LGBTQ2S+	8.2%	7.0%	7.3%

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.

Our Commitment to Diversity, Equity, Inclusion & Anti-Racism

At Sienna, we are dedicated to fostering communities where every individual feels safe, welcome, and included. As part of this commitment, we have partnered with Rainbow Health Ontario (RHO) to provide specialized training that equips our long-term care leaders with the knowledge and tools to deliver inclusive and affirming care for seniors.

Historically, many seniors have faced discrimination and barriers when accessing care. We are committed to changing that. By June 2025, all long-term care leaders had completed two RHO training courses—2SLGBTQI Foundations and 2SLGBTQI Older Adults & Inclusive Care—as part of a key commitment within our Equity, Diversity, Inclusion & Anti-Racism Plan.

Together, we are building communities where everyone belongs.

Diversity, Equity, Inclusion & Belonging

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.

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

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

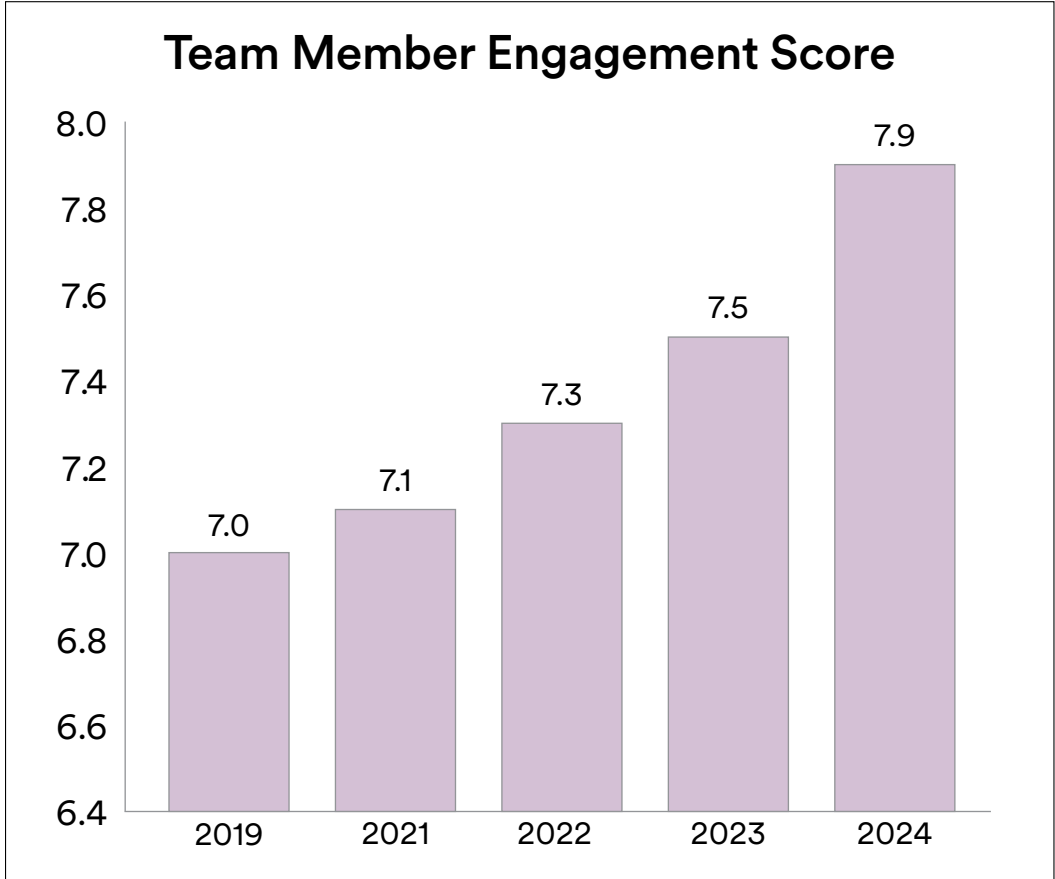
In October 2024, Sienna conducted its annual employee survey, a third-party survey that allowed every team member to voice their opinions. Feedback from these surveys provide insights concerning team members' level of engagement. It allows Sienna to build and implement action plans to improve engagement and enhance the team member experience.



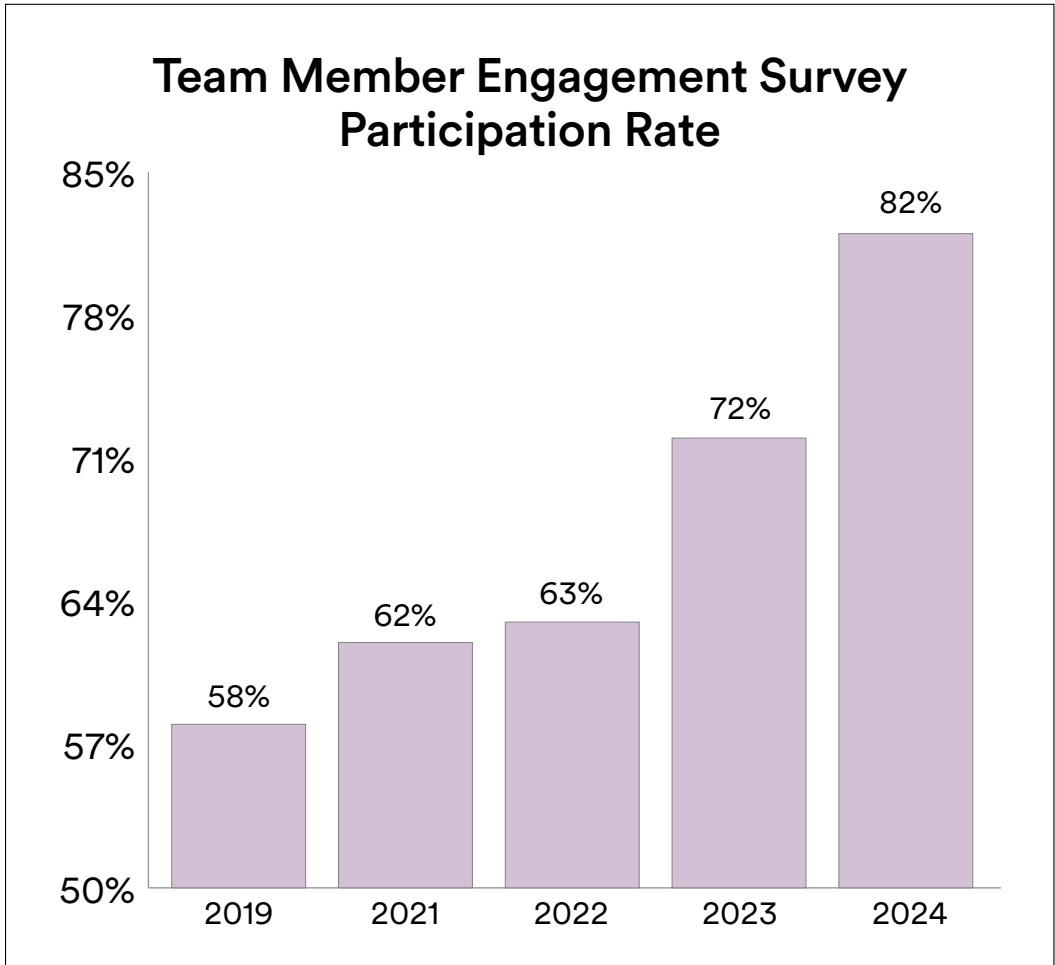
Sienna's Score for Ability to do Meaningful Work

Across 350 Global Healthcare Organizations

2024 was the fourth consecutive year of overall employee engagement score improvement.



Our survey participation was 82%, the second year of significant improvements and a clear indication of Sienna's continued success in enhancing team member engagement.



“Allowing our team members to participate in the growth and success of Sienna through our share ownership program helps us attract and retain a highly engaged workforce. It allows us to build a talent pipeline for the future – all with the goal to be Canada’s most trusted and most loved senior living provider.”

— Olga Giovannello
Chief Human Resources Officer
Sienna Senior Living

Building a culture of ownership and alignment

The Sienna Ownership and Reward (SOAR) Program was launched to recognize the compassion, effort and dedication team members bring to Sienna’s residents and communities daily. Through SOAR, team members 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.

Effective January 1, 2025, SOAR was expanded from what was originally a one-time award. Through the expanded SOAR for Service program, team members are awarded additional shares at significant service milestones throughout their tenure.

~10,000

Recipients of SOAR and SOAR for Service Awards

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.

Average Tenure of Full-Time Team Members (Years)	2022	2023	2024
Long-Term Care Operations	6.2	6.4	6.0
Retirement Operations	2.3	2.7	3.3
Corporate Head Office	2.8	3.2	3.2



2024 BC Care Providers Association Workplace of the Year Award

Sienna is the proud recipient of the 2024 BC Care Providers Association Workplace of the Year Award, a recognition that highlights the incredible work of Sienna's team members who make our communities exceptional places to live and work.



Team member recognition

As an employer committed to fostering a positive and supportive workplace culture, we recognize the vital role that meaningful recognition plays in team member engagement and well-being. In support of this, Sienna maintains a robust recognition framework that includes 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 engagement surveys, team members seek opportunities to share their ideas. As a result, in 2022 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. A total of 144 incredible ideas were submitted in 2024, followed by pilot programs in early 2025 in connection with submissions from the 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.

2025 Spark Winners



No One Eats Alone - \$15,000 prize

Sarah Bradshaw, General Manager, Aspira Island Park Retirement Living, Ontario

Creating a powerful program to reduce social isolation by inviting seniors in the community to share meals and build friendships.

Welcome Mixer - \$10,000 prize

Lauren Kosloski, Recreation Therapist, and Kayla Melo, Director of Programs, Nicola Lodge Community, British Columbia

Easing the transition for new residents through peer support and connection.

Code Lavender - \$5,000 prize

Carol Ois, Executive Director, Victoria Hutter, Recreation Therapist, and Archana Sharda, RPN RAI Coordinator, Deerwood Creek Community, Ontario

Creating a real-time support system for team members navigating residents' emotional and cognitive challenges.

Development of Clinical Communication Tools - \$1,000 prize

Maria Alamar, Associate Director of Care, Brookside Lodge Community, Ontario

Clinical communication tools to support staff in providing a warm welcome for new residents and their families.



Sienna Talent Exchange - \$1,000 prize

Aditya Iyer, Resident & Family Experience Coordinator, Midland Gardens Community, Ontario

Launching a centralized resource of team members who volunteer their personal talents to enrich the lives of residents.



Team member communication

With approximately 14,500 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. With various features, Sienna Connects (Workvivo) enables communication across multiple levels, supporting communication about company-wide initiatives and news, as well as the ability to chat with each other.



10,000+

**Team Members
using the App**

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, onboarding, 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.



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 a 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.

Leader Essentials

Leader Essentials has become Sienna's key training program for senior leadership. It enables them to learn

and apply powerful concepts and tools to support the success of their teams and invest in building trusting relationships. This includes 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. For the first time in 2025, we also gathered Sienna's Directors of Care & Directors of Wellness for a powerful clinical leadership conference to further enhance learning and interdisciplinary collaboration, all while sharing ways to enhance resident health and well-being. 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.



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.

In 2024, thousands of team members participated in online and in-person learning opportunities, including:

~3,300 New team members participated in “Safe and Respectful Workplaces” and “Welcome to Sienna” courses

~6,700 Completions of eLearning programs

1,750+ Team members participating in Labour Relations Training courses

430+ Team Members attending two-day Learning Essentials – Manager training program

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 Bites

In 2024, Sienna introduced a program called Learning Bites which offers one hour of learning per month to all of Sienna’s team members in addition to their job-specific 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.

Sienna has a strong and positive relationship with union leaders and a good working relationship with union representatives at its owned and managed properties. Sienna’s support of freedom of association and the right to collective bargaining is evidenced by the level of unionization in our homes, which includes over 100 collective bargaining units and an approximate 82% unionization rate among our team members. Excluding management positions, this number would be even higher with 87% of all non-management team members being represented by a union, and whose compensation is determined by collective bargaining agreements.



Unionization Rate

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 health and safety policies and procedures. 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 focus on safety, 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 2024, Sienna had 840 Occupational Health & Safety (OHS) incidents, including 523 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
2024	95	222	523	840

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.



Our Residents

Committed to helping residents discover happiness

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



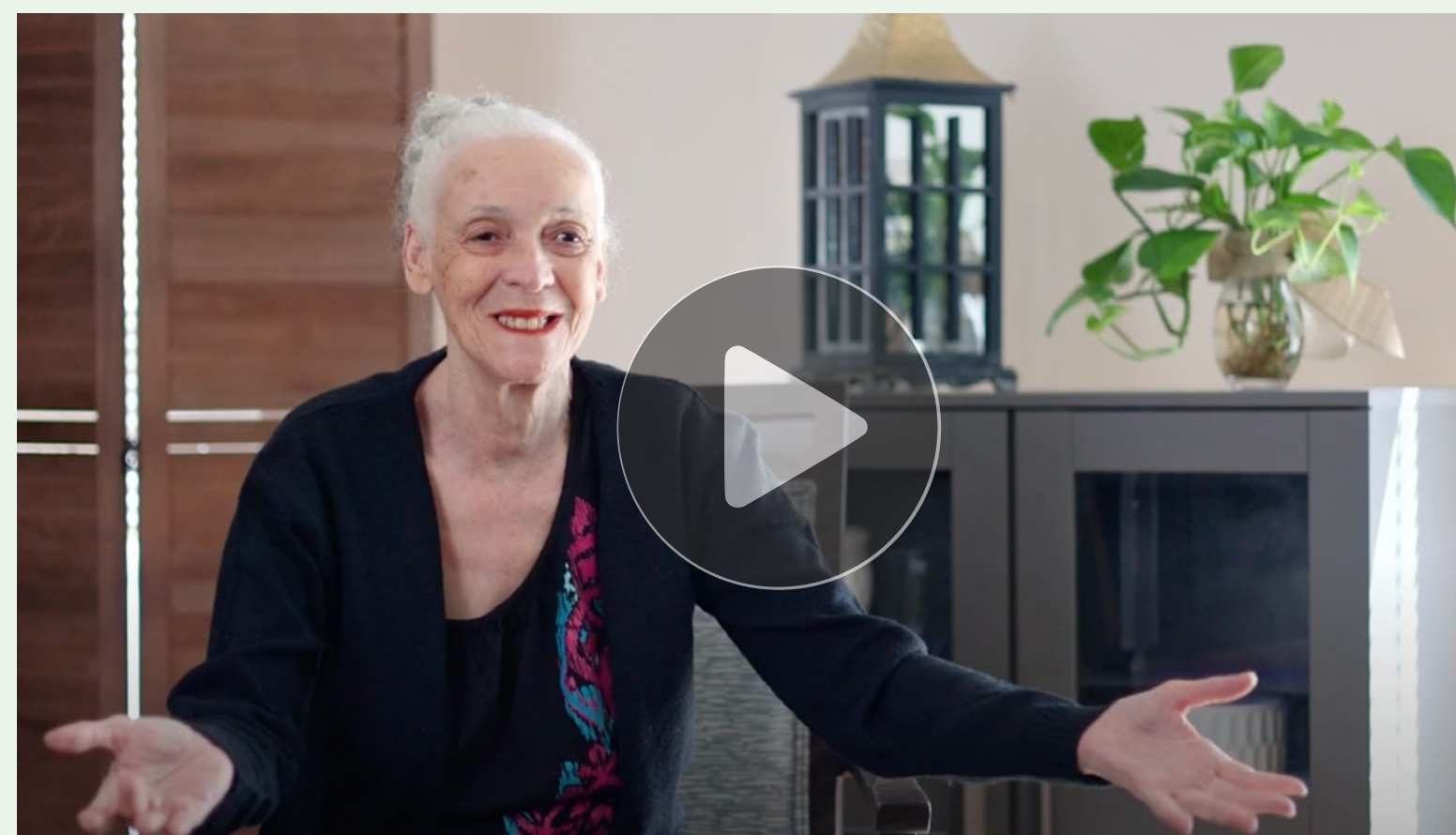
Purpose and Values in action

Across Sienna, stories of joy and connection are everywhere, but there are special stories from our residents about discovering happiness in unexpected ways with the support of our dedicated team members.

[Meet Ann](#), who has made remarkable strides in her health and well-being. With time, she experienced a profound transformation - physically, mentally, and emotionally and regained strength and a renewed zest for life.



[Meet Maria](#), who arrived from the hospital feeling quiet, withdrawn, and confused. With gentle support and attentive care, she began to come out of her shell and rediscovered the joy in everyday life and her passion for dance.



[Meet Bev](#), who, after experiencing unimaginable loss, found comfort, connection, and the courage to move forward, thanks to the compassion and care of our team members and fellow residents.



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 of distinguishing 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, and 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 an updated Move-In Guide, as well as a Culinary Academy and Circle Café.

The remaining two pillars – **Stimulate** and **Socialize** – were launched in 2024. The Stimulate pillar is designed to empower residents to pursue their interests and share their passions and talents through active participation in the community. Under the Socialize pillar, a multidisciplinary team has gathered best practices to create a program designed to enhance the quality of visits between residents and their families.



Medication Assistant Trained PSWs

Across Sienna, we are reimagining how we deliver care and services to our residents, and our newly trained Medication Assistants are leading the way.

Over 300 Personal Support Workers/Health Care Aides (PSWs/HCAs) have successfully completed Ministry-approved training in Medication Administration, earning their certification as Medication Assistants, with many more set to receive their credentials going forward.

This achievement goes beyond a certification: it represents a transformation in how we provide care, enhance efficiency, and support our registered nursing staff.

300+

Team Members
trained as
Medication Assistants

40%+

% of Residents who have
medications administered
by Medication Assistants

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. This program 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, 2025, AMPLIFI has been rolled out across all of Sienna's long-term care communities in Ontario.

MealSuite – This 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.

Fostering global connections in senior care

As part of Sienna's partnership with Fontys University of Applied Sciences and its Nurse Practitioner Shadow Experience program, Nurse Practitioners from the Netherlands and Sienna teamed up to exchange ideas, expertise, and compassionate care practices.

The initiative reflects Sienna's dedication to advancing clinical excellence through shared learning and exemplifies the values of compassion and innovation that underpin our approach to care.



7 Dimensions of Wellness

The International Council on Active Aging’s wellness model identifies seven dimensions of individual health and wellbeing. Based on the International Council on Active Aging, Sienna is thoughtfully incorporating the

7 Dimensions across its retirement platform to create resident experiences that are purposeful and resident-centred, ensuring our services are rooted in what matters most: living well and staying engaged at every stage.

Dimension	What it Supports	Examples
Physical	Maintaining strength, mobility, balance, and overall physical health	Active by Aspira , walking clubs, fall prevention initiatives, healthy eating workshop, chair yoga
Social	Building meaningful relationships, reducing isolation, and promoting belonging	Coffee socials, happy hours, group outings, community events, theme days
Emotional	Encouraging self-awareness, emotional expression, and stress reduction through creative outlets	Artfull Enrichment , reminiscing or story telling sessions, legacy projects (life story, scrapbooking), sing-a-longs, comedy night
Intellectual	Keeping the mind engaged through curiosity, life-long learning and mental stimulation	Master’s Academy , book clubs, guest speakers, language classes, trivia and brain games, current events conversations
Spiritual	Exploring personal values, purpose, and connection to something greater	Chapel/worship services, guided journaling, reflection sessions, meditation
Environmental	Connecting to nature, appreciation of beauty, sensory engagement, grounding	Garden clubs, planting days, nature walks, bird watching, outing to nature reserve, pet therapy
Vocational	Supporting a sense of purpose, contribution and responsibility	Resident ambassador programs, volunteer opportunities in greater community, student mentorships, charitable initiatives, intergenerational programs



Artfull Enrichment

Artfull Enrichment is a program that celebrates creativity and connection through the visual arts. This art program invites residents to explore painting, drawing, crafting and more in a welcoming environment. It's a chance to connect with others, inspire lifelong learning, foster social connectivity, and encourage self-expression.



A Year of Sparkle

Sienna's Sparkle Award recognizes residents who go above and beyond to help cultivate happiness and create community in their homes.

Since its launch in 2024, nearly 100 exceptional residents who enrich our communities through leadership, kindness, and meaningful contributions have been honoured as Sparkle Award recipients.

Whether serving as resident ambassadors, assisting with programs, or fostering connections, these residents go above and beyond to cultivate happiness in their homes.



Celebrating the Gems in our Community



Celebrating Sparkle Award Winners

David P., resident at Aspira Kawartha Lakes Retirement Living, who has been leading Sunday church services for many years and lifts residents' spirits through a sing-along group he launched.



Lucia F., resident at Lake Country Lodge, whose love for gardening, willingness to share her green thumb with everyone, and her ability to nurture her fellow residents' plants back to life brings immense joy to her community.



Pat G., resident at Orchard Valley Retirement Residence whose warm and welcoming spirit ensures new residents feel right at home and whose love for art is shared with her fellow residents in her art classes.



Living our Purpose:

Cultivating happiness through uncovering powerful stories

The team at Aspira Harvest Crossing Retirement Living, led with compassion and creativity by Karen, Resident Engagement Manager and Chloe, Activity Aide, created a deeply meaningful tribute: These Hands. Through interviews and heartfelt conversations, they spent time with 110 residents — not just to capture photos of their hands, but to uncover the powerful stories they hold: hands that built homes, healed the sick, taught generations, grew food, created art, raised families, and gave generously to their communities.

Each story serves as a reminder of the immeasurable value older adults bring to our world.



“At Harvest Crossing, we believe true happiness grows when we take the time to understand one another — to listen, to learn, to honour the journeys of our residents and celebrate lives well lived.”

— Patrine Frey
General Manager
Aspira Harvest Crossing

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.
- **Michael Garron, Sunnybrook & Humber River Health**
Quality improvement study to improve time of respiratory virus testing using Point of Care Testing devices

Collaboration with colleges and universities

Sienna continually expands its collaboration with educational institutions and is affiliated with approximately 70 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.

~70

Affiliations with
Colleges & Universities



Giving Back to the Community

Extending our impact into the community

Our purpose of cultivating happiness in daily life extends beyond the walls of our homes and into the broader communities where we live, work and serve. This is reflected in our giving, which takes many forms and comes from different sources including our residents, team members, as well as the Sienna for Seniors Foundation (“Foundation”), our collective charity.

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.

~\$600K

Funds raised by Sienna for Seniors Foundation in first six months of 2025

In 2025, Sienna has been able to significantly expand the reach of the Foundation as a result of record support from both business partners and team members. By raising more than \$600,000 during the first six months of the year alone, the Foundation is able to pledge its support to a growing number of impactful programs across Canada.

Team members’ generosity is making a difference

From Giving Tuesday events, bake sales, bi-weekly payroll donations and more—the generosity of Sienna’s team members has made a significant impact on the Foundation’s success.



Launch of Sienna Senior Living Research Centre for Healthy Aging and Happiness

One of the Foundation’s significant milestones in 2025 is the ground-breaking partnership with Ontario Tech University and launch of **The Sienna Senior Living Research Centre for Healthy Aging and Happiness**.

The Centre will be dedicated to supporting the advancement of research and innovation in aging, with a focus on three priority areas:

- Enhancing resident well-being
- Empowering people
- Driving insight and impact

This expands Sienna’s partnership with Ontario Tech University through the Foundation’s initial investment to create the **Sienna Senior Living Nursing Scholarships**, reflecting our deep commitment to recognizing and supporting the essential role health care workers play in ensuring the well-being of our seniors.

Supporting charitable programs across Canada

The Foundation is also funding charitable programs across each of the four provinces where Sienna owns and operates a growing number of senior living homes:

- British Columbia: grants are supporting hospice care, inclusive gardening, and community arts.
- Ontario: grants are helping deliver grief counselling, live music programs, and support for caregivers and students.
- Alberta and Saskatchewan: grants are funding initiatives that reduce social isolation, empower caregivers, and create meaningful moments for seniors.



Funding education through post-secondary scholarships

The Foundation is supporting the next generation of caregivers who will help shape the future of our sector by funding **post-secondary scholarships** at **Ontario Tech University, York University** and the **University of British Columbia**. By investing in education today, we are helping to build a stronger, more sustainable workforce that can meet the needs of an aging population.

“By investing in education and partnerships like the one with Ontario Tech University, we are helping to shape a future where compassionate, skilled health-care professionals are equipped to meet the growing needs of Canadian seniors.”

— **Nancy Webb**
Executive Vice President,
Corporate Affairs & Marketing

Sienna For Seniors Foundation

Thank You To Our Generous Donors

CHAMPION



PARTNER



SUPPORTER





Environmental Impact

Improving our environmental footprint

We recognize the importance of improving the environmental footprint of our buildings. As an owner, operator, and developer of a growing portfolio of senior living properties across Canada, we consume energy and water, and produce waste due to the 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, 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 Environmental Impact program, please refer to Corporate Impact 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 environmental metrics. The software, which will provide a high level of diversion metrics, will be utilized to support operational efficiencies.

Recycling

Through our vendor partnerships, 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 a key part of Sienna's waste management strategy.

In 2024/2025, Sienna continued with its journey to reduce paper usage by through the implementation of Engage+, an online family portal available to residents and family members. Among numerous features, we are implementing electronic invoicing across Sienna's long-term care communities, which will further reduce manual paper work.



Minimizing energy and water consumption

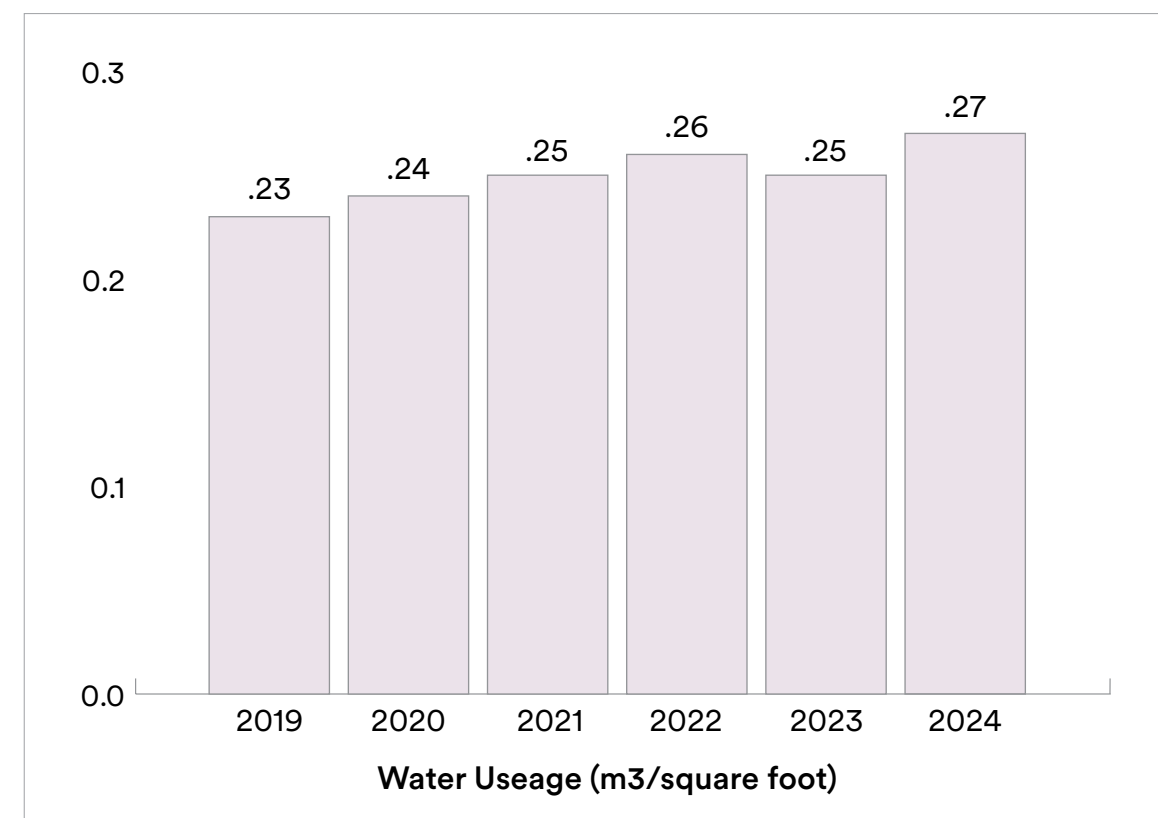
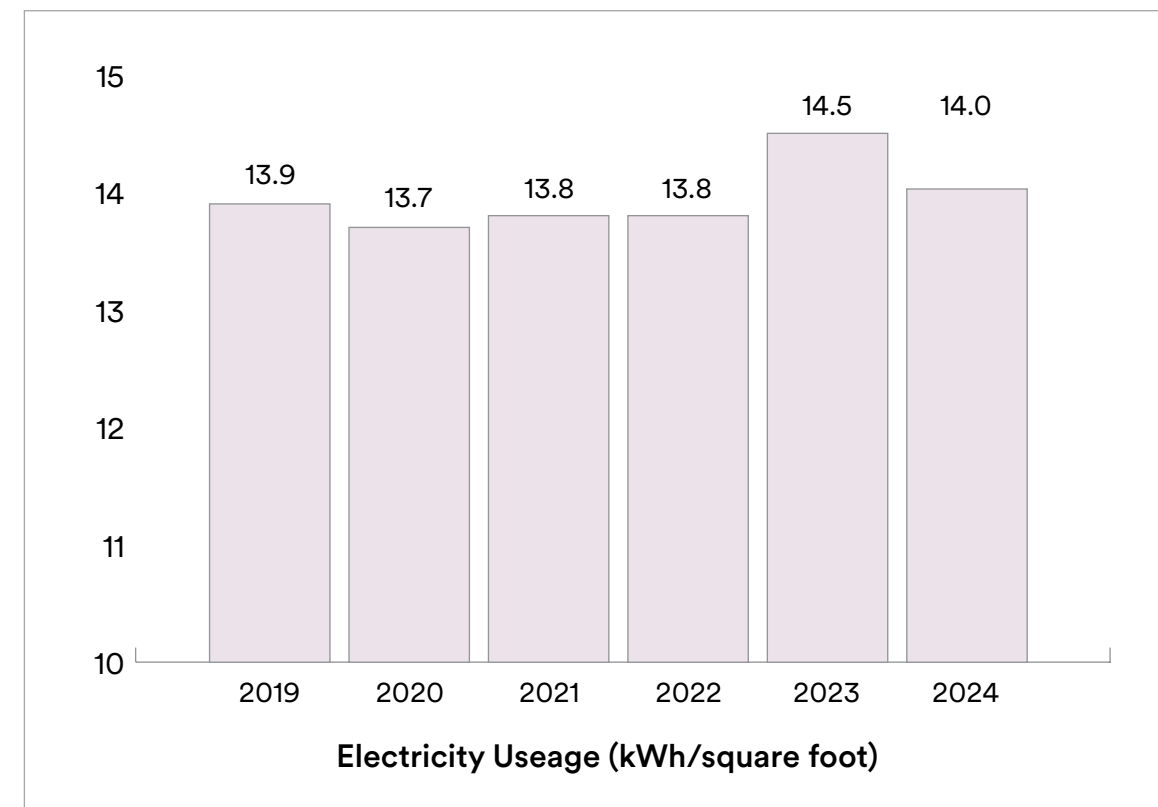
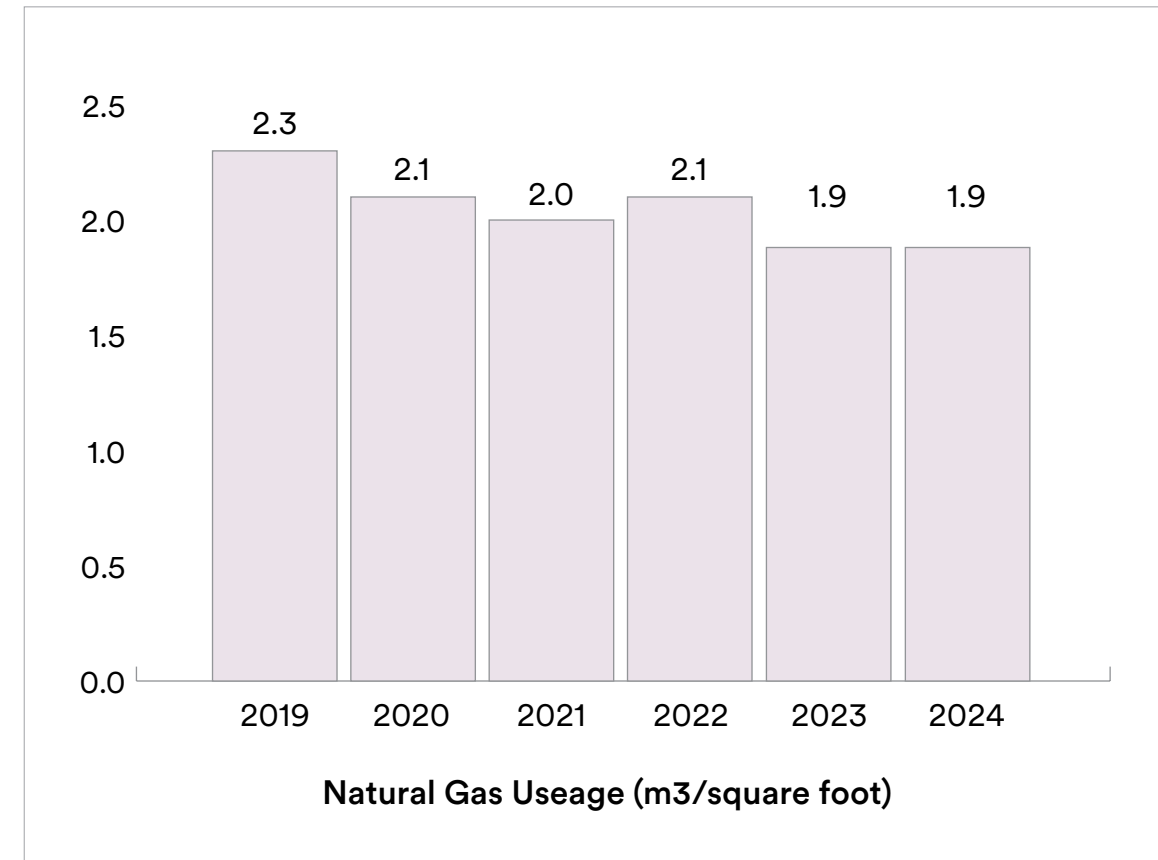
In our efforts to better understand and manage our environmental footprint, Sienna developed consumption baselines for natural gas, electricity, and water. This data still provides valuable insights into our resource usage.

With the goal of continuously improving our environmental practices, Sienna regularly analyzes energy performance, both in total and on a per-unit basis. These reviews are complemented by onsite assessments and close collaboration with our vendors to improve efficiency and reduce consumption.

As we grow our portfolio through the acquisition of newer assets and the redevelopment of aging long-term care homes, we remain focused on reducing our environmental impact by integrating more sustainable building systems and energy-efficient technologies across our operations.

Fostering a culture of conservation

Energy conservation is embedded in the day-to-day operations of every Sienna residence. Our Environmental Services Managers play a key role by guiding and empowering residents to lower their energy and water use by providing practical suggestions for simple habit changes they can adopt to contribute to our conservation goals.



Addressing climate change through developments and retrofits

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

- 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
- 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
- Vehicle e-charging stations and
- Drought-resistant landscaping

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

30% – 45%

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

Case study: Sustainability & Innovation

At our newly redeveloped Northern Heights Community, innovation benefits everyone, including residents, team members, and the planet. With the introduction of a **macerator system**, we are reducing landfill waste and enhancing infection control by safely and sustainably breaking down disposable care products. Not only does this support our environmental goals but also creates a safer, cleaner environment for residents and team members.

Touchscreen laundry equipment has brought a new level of efficiency and ease to daily operations. Designed with team members in mind, the intuitive interface saves time and energy while optimizing water and power use.

Meanwhile, the integration of **MealSuite** digital menu boards has made mealtimes more engaging and personalized for residents, while eliminating the need for printed materials.

Together, these thoughtful technologies and systems, in addition to other upgrades, are implemented across our redevelopments and reflect our commitment to sustainability, innovation, and creating a warm, modern community where everyone can thrive.



Earth Day initiatives

Earth Day was celebrated with residents and team members coming together to reduce their impact on the environment and by taking concrete action.

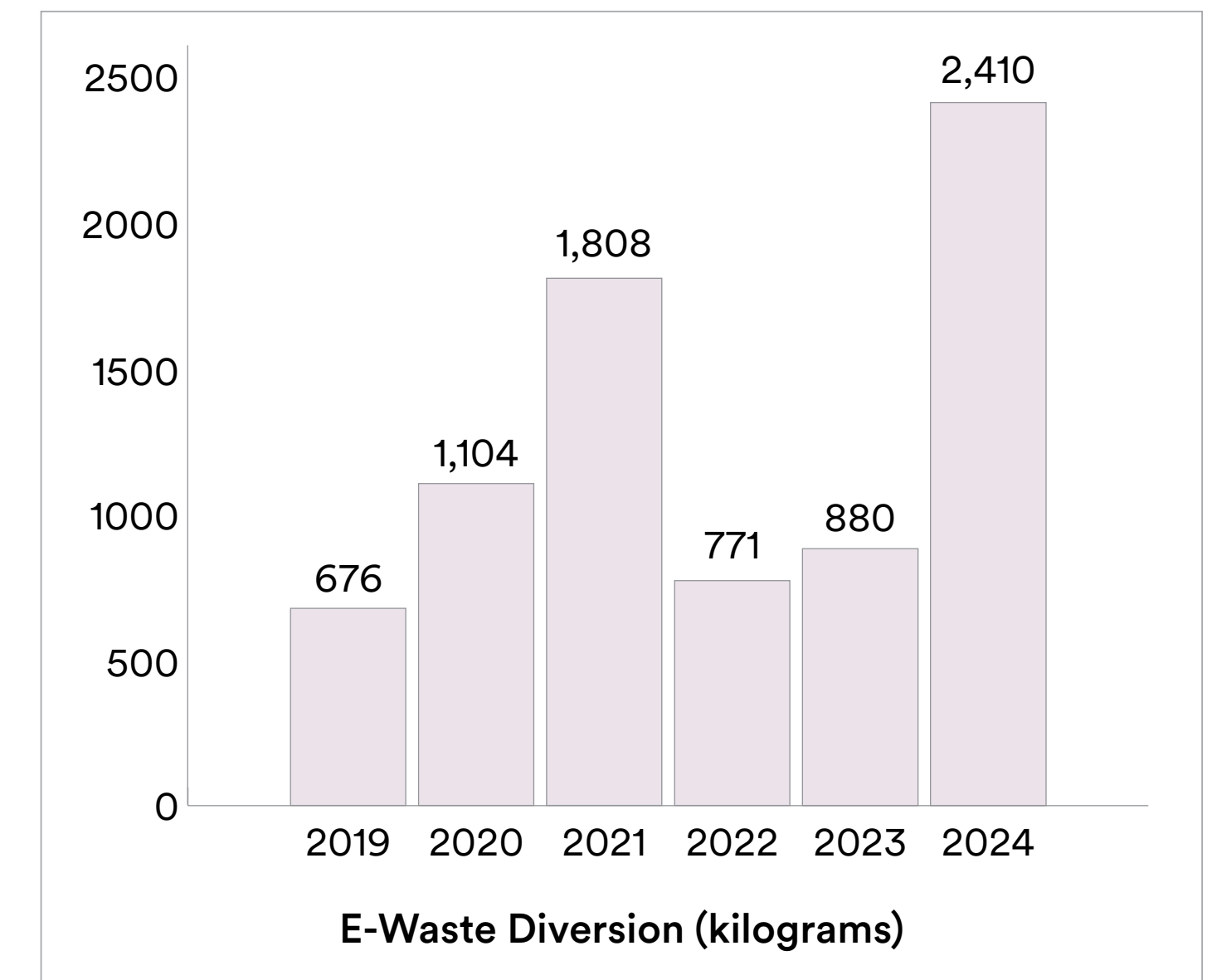
At Sienna's Weston Terrace Community, team members and residents were planting seeds to mark Earth Day—just one of many meaningful initiatives that were taking place across Sienna's communities.



Diverting electronic device waste (e-waste)

Sienna has 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 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 Standards

Committed to high governance standards

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 which serve as a foundation of Sienna's overall strength and continued growth. Our efforts have not gone unrecognized.

We believe that a strong Board Mandate is fundamental to effective corporate governance and plays a key role in reinforcing stakeholder confidence in the organization's leadership. Sienna's Board Mandate helps our Board fulfill their responsibility to shareholders and align the interest of directors and management of the Company with those of the Company's shareholders.

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

Sienna has once again been named to The Globe and Mail's 2025 *Women Lead Here* benchmark,

recognizing companies with top executive gender diversity in Canada. This marks the fifth consecutive year that Sienna has been named to this prestigious list, underscoring our sustained commitment to leadership excellence and diversity.

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, 2024, 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, the Quality Committee and the Investment 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 2024.

In addition, two members of the Board are visible minorities and one member of the Board identifies as LGBTQ2S+.

Executive compensation

Corporate governance practices allow our shareholders to express their opinion on executive compensation proposed by our Board in a "Say on Pay" Advisory Vote. Shareholders voted over 95% in favour of Sienna's approach to executive compensation at Sienna's most recent annual meeting of shareholders in May 2025.

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 2025

Sound business ethics

Code of business and ethics

As part of Sienna's commitment to maintaining the highest standards of integrity and ethical conduct, an annual review of our Code of Business and Ethics is conducted to ensure that it continues to reflect our core values, and that as a company, we continue to foster a culture of accountability, transparency, and ethical decision-making across all levels of the Company.

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. Retaliation is not permitted for any reports of such conduct made in good faith.

Disclosure and insider trading policy

Sienna's Disclosure and Insider Trading Policy helps ensure compliance with relevant 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.

Investment committee guiding strategic growth

In November 2024, Sienna established an Investment Committee to oversee and guide Sienna's investment-related decisions during its significant period of growth. The Committee plays a crucial role in ensuring that Sienna's investments align with the Company's overall goals and strategic objectives, supporting the long-term financial health and sustainability of the organization.

For more information, please refer to Sienna's [Governance Policies](#) on our website.

Governance in action: Emergency preparedness at Sienna

At Sienna, emergency preparedness is a core governance priority. Our integrated approach includes centralized leadership, clear escalation protocols, robust contingency planning, and regulatory alignment. These efforts ensure resident safety, business continuity, and operational resilience in case of an emergency and are key markers of responsible governance.

How lived experience drives policy enhancements, team readiness, and sector leadership at Sienna

At Sienna, real emergencies have shaped governance. Through lived experience responding to wildfires, ice storms, and record-breaking snowfalls, we have built a responsive, policy-aligned emergency framework.

Ice Storm | Eastern Ontario, March 2025

- **400,000 residential homes lost power**, up to 35 hours of freezing rain
- Generator activation and fuel logistics executed across multiple Sienna properties
- **Outcome:**
 - Refined utility outage playbooks
 - Improved staff accommodation/transport strategies

Winter Storm | Northern Ontario, December 2024

- **140 cm of snowfall**, highway closures, state of emergency
- Rapid activation of business continuity plans at our long-term care community in Gravenhurst
- **Outcome:**
 - Improved transportation contingency protocols
 - Strengthened emergency supply access standards
 - Incident Management Team structure tested under severe travel disruption

Wildfires | BC Interior, Summer 2023

- **3 full evacuations** of homes within 24 hours
- Coordinated transport, housing, and communication across the province
- **Outcome:**
 - Enhanced evacuation protocols
 - Increased transportation partner engagement
 - Strengthened staffing redeployment and leadership backup plans



Formalized governance structure: Incident Management Team

- **Emergency leadership** is anchored in the IMT framework, with clearly assigned roles at each location.
- **Emergency declarations** are made by the Vice President of Regional Operations or Regional Director of Operations, in coordination with the Executive Director/General Manager and Sienna’s corporate office.
- **Pre-designated roles** and command protocols ensure consistency, accountability, and fast response.



Policy into practice: real-time learning loops

Each incident led to:

- Formal updates in Emergency Management Manual
- Scenario-based training and site-specific planning
- Best practice sharing across regions

Emergency management month: organizational education & accountability

To support continuous improvement and regulatory readiness, Sienna launched its first Emergency Management Month in May 2025 with over 400 leaders participating to ensure ongoing enhancements to emergency planning tools and policy alignment.



Leaders participated in Emergency Preparedness Training

“This was more than a training month – it was a culture shift toward real readiness.”
— Emergency Planning Participant



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

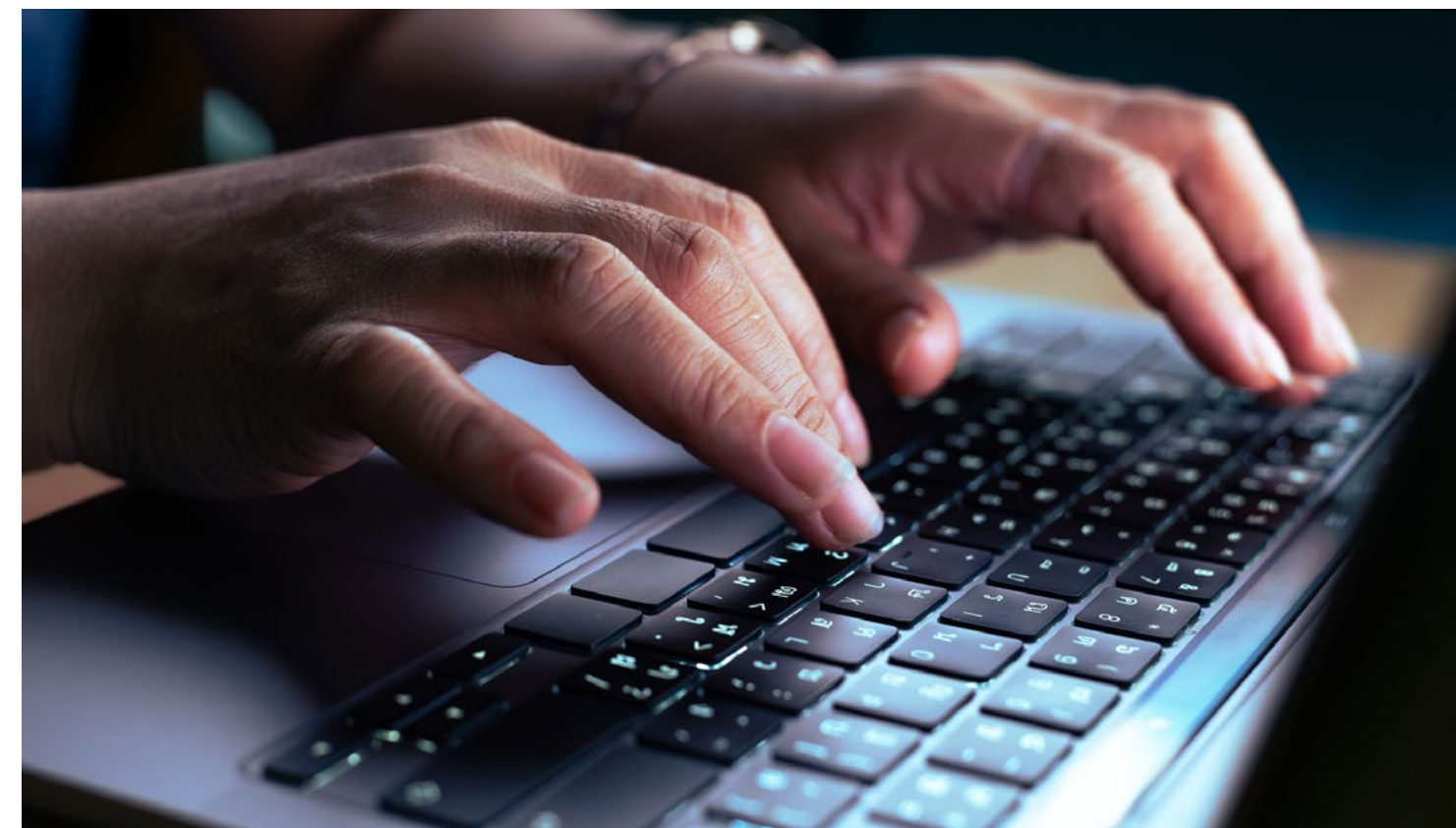
- A **documented incident management plan** which identifies the procedural steps in the event a cybersecurity incident occur
- Conducting **bi-annual tabletop exercises** which simulate breaches
- Mandatory **security awareness training** across the organization
- Conducting cybersecurity **employee 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 2024 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 keeping residents' personal information secure 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 aimed at identifying gaps in risk management plans. Sienna has successfully implemented HealthConnex Infection Prevention & Control (IPAC) software in ON & BC. HealthConnex is a government-endorsed cutting-edge software to bolster infection control, outbreak management, immunization tracking, and audits across our communities and enterprise. It has proven beneficial in supporting key areas such as surveillance, audits, outbreak management, and other critical IPAC components to ensure adherence to best practices. Recent implementations include:

- Streamlined immunization records — The program enables easier access to immunization information for both residents and team members, improving efficiency, data accuracy and reporting.
- Early identification of infections — HealthConnex facilitates quicker recognition of infections, helping to ensure prompt implementation of IPAC measures to protect residents and staff.
- Tracking team member compliance — Sienna is currently piloting the use of HealthConnex to track and monitor N95 medical mask fit testing.

Corporate Impact program governance & stewardship

The Board has the ultimate responsibility for overseeing and monitoring Sienna's Corporate Impact and ESG initiatives. The Corporate Impact Steering Committee regularly meets and receives reports from management on initiatives and the status, implementation and expansion thereof. The Chair of the Steering Committee reports to the Compensation, Governance and Nominating Committee of the Board on Corporate Impact and ESG matters which, in turn, may make recommendations to the Board on relevant initiatives.

Charter of the Corporate Impact Steering Committee

The [Charter of the Corporate Impact Steering Committee](#) provides that the purpose of the Corporate Impact Steering 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 Corporate Impact and ESG-related matters.

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

Corporate Impact Working Group

Sienna's Corporate Impact Steering Committee is supported by a Corporate Impact Working Group which helps coordinate new and existing activities related to specific Corporate Impact and 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 Corporate Impact meetings

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



Board of Directors

Sienna draws on the extensive expertise and strong governance of its Board.



Shelly Jamieson
Chair and Director



Barbara Bellissimo
Director



Paul Boniferro
Director



Dr. Gina Parvaneh Cody
Director



Nitin Jain
Director



Brian Johnston
Director



Stephen Sender
Director

Happy is
a lifelong
pursuit.



Sienna

Senior Living