



Impact Report

2026

Sienna
Senior Living

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Message from the CEO

Proud to Be Sienna



There has never been a more exciting time to be part of Sienna. Today, we serve more residents, have a stronger team, and operate in more communities than ever before. We have spent years preparing for this moment by building the platforms, services, and capacity required to serve today's

seniors and the generations that will entrust us with their care in the years ahead.

Throughout our growth, our Purpose - **Cultivating Happiness in Daily Life** - guides our decisions and inspires our team members to make a difference for residents every day. Looking back on the progress we have made, we have never been more proud of our achievements. Sienna continues to build on the exceptional momentum we established over the past several years. We expanded our platform across the full continuum of care, strengthened our operations, and delivered strong financial performance. In 2025 alone, we expanded our platform by approximately 30%, while remaining focused on what matters most — **creating more ways for residents to thrive and opportunities for team members to build fulfilling careers.**

This commitment is reflected in Sienna being named one of **TIME Magazine's Best Companies in Canada** for the second consecutive year in 2026. Above all, it speaks to the culture our 15,500 team members have built and the impact they have across Sienna.

Our team members' commitment and the impact they have on the success of the company is reflected in another milestone we are proud to celebrate. **In 2025, team member engagement increased for the fifth consecutive year.** Engagement and ownership go hand in hand: throughout the year, we continue to invest in Sienna's share ownership program and in initiatives that foster learning, recognition and leadership development. As a result, Sienna has never been better positioned to attract, develop and retain team members who are passionate about serving seniors.

We are equally proud to be investing in the future of senior living and seniors' care through research and innovation. Together with Ontario Tech University, the **Sienna Senior Living Research Centre for Healthy Aging and Happiness**, is working to advance knowledge and explore evidence-based ways to understand what happiness truly means to seniors, and scale the findings to better support residents and the people who care for them. By bringing together researchers, students and industry expertise, the Centre is helping **shape the future of senior living and care delivery in Canada.**

As demand for senior housing, care and services continues to rise across Canada, we remain uniquely positioned to expand and serve seniors at every stage from independent living to long-term care. Alongside acquisitions, we reached an important milestone in 2025 with the **completion of our first long-term care redevelopment projects**, delivering modern communities and adding much-needed additional beds. These projects represent our commitment to strengthening senior living in Canada and leverage the expertise we have built over more than five decades.

At Sienna, we are proving that purpose and performance go hand in hand—and that by improving the lives of seniors, we can create lasting value for all stakeholders. Throughout this report, we appreciate this opportunity to share some of the initiatives and stories that bring to life the kindness and moments of joy that define our Company and make us truly proud to be Sienna.

Sincerely,

Nitin Jain
President & CEO
August 2026

Sienna at-a-glance

A diversified portfolio

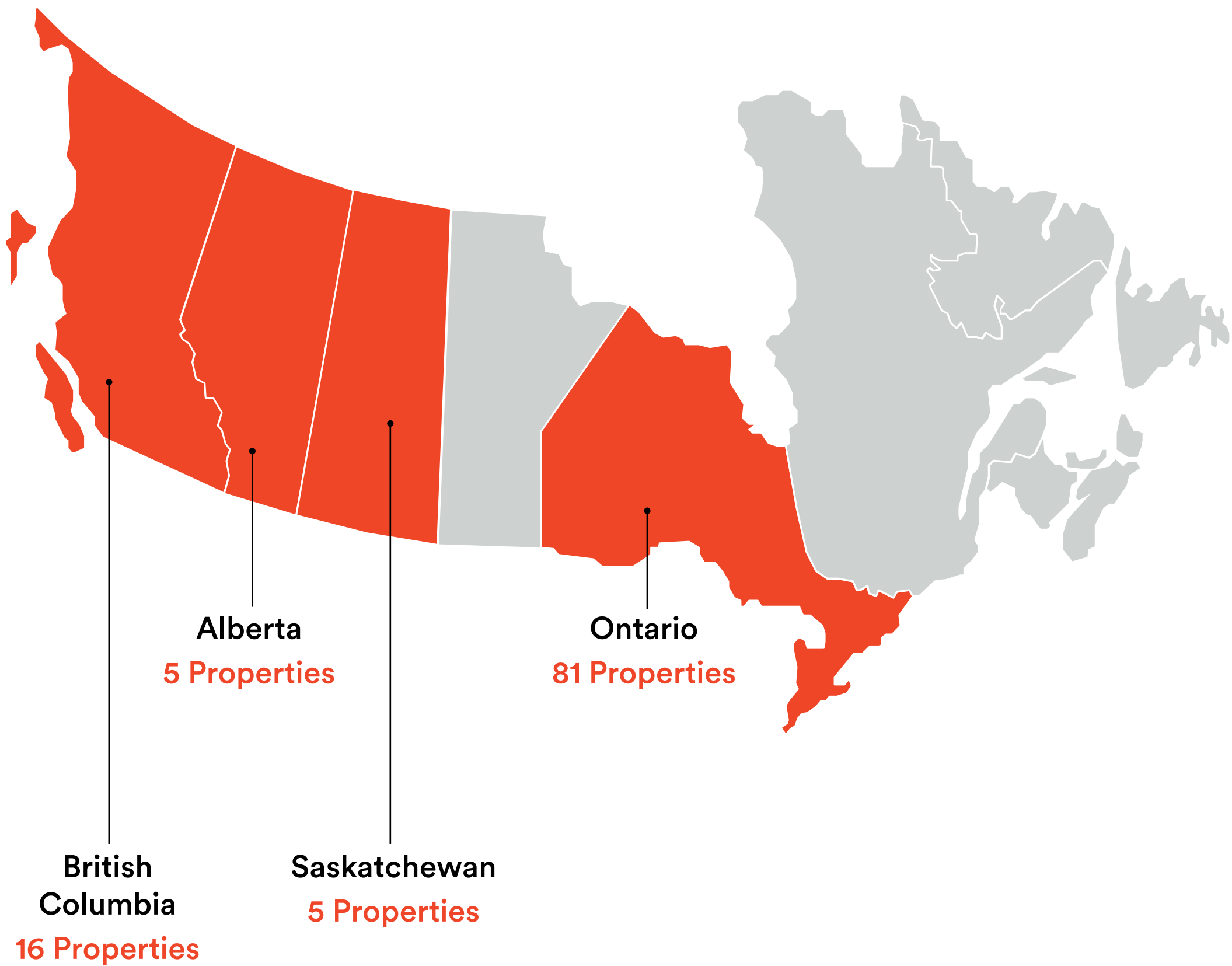
Retirement

- 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



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.**

47

Long-Term Care Communities (LTC)

48

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.

54

Years of Operations

~15,500

Dedicated Team Members

~14,000

Residents

As at June 30, 2025

As at June 30, 2026

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

Proud to be recognized

For the second year in a row, Sienna was recognized by Time Magazine as one of Canada’s Best Companies in 2026. This ranking highlights organizations with high employee satisfaction, strong growth and robust Environmental, Social and Governance (ESG) practices. It reminds us that our vision of becoming Canada’s Most Trusted and Most Loved senior living provider is something we earn every day by putting residents, families, and our team members first.



CARF Canada Accredited

Sienna’s commitment to providing the highest quality of life and care is reflected in the results of independent third-party assessments conducted at our long-term care communities in Ontario, British Columbia and Alberta.

ASPIRE TO EXCELLENCE - Sienna earned the highest three-year accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF), recognizing our commitment to quality, disciplined governance and a genuinely person-centred approach.



Growing with Purpose

We are proud of the growth we have achieved in 2025. During this period, we expanded our asset base by approximately 30%, but our success is measured by more than just growth alone.

Through our ambitious **long-term care redevelopment program**, we are **helping renew Ontario’s aging long-term care infrastructure** by replacing older homes with modern communities and adding much-needed long-term care capacity to serve Canadian seniors.





Our Team

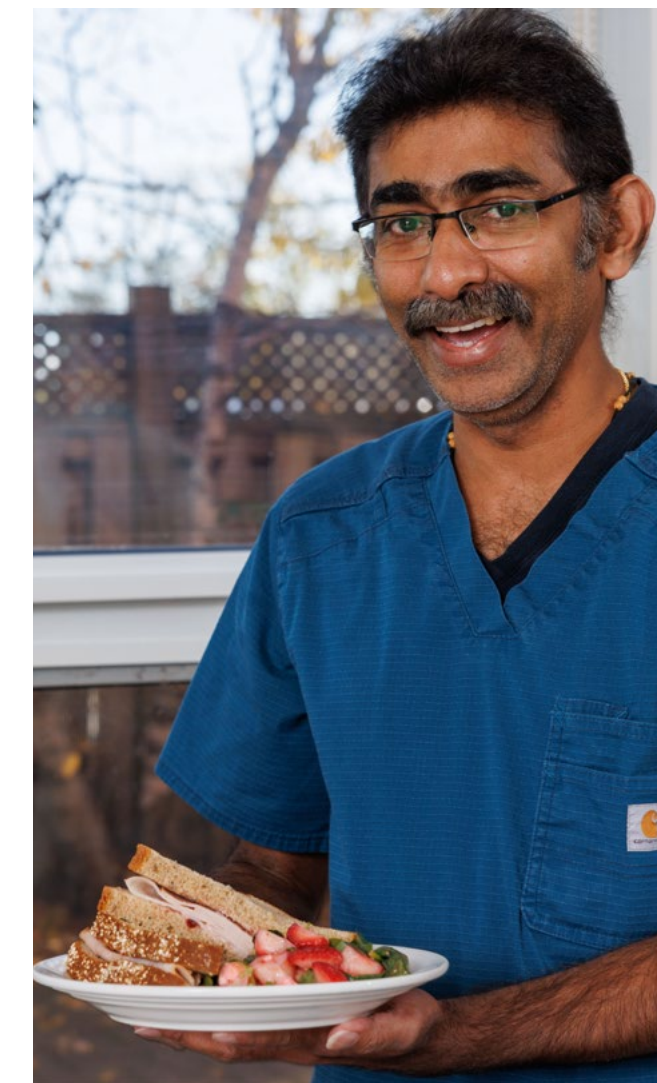
Our team

is the driving force behind
our success

With a fast growing workforce of approximately 15,500, our team members are not only our greatest strength - they are the driving force behind Sienna's significant growth.

“What makes me most proud is working alongside an incredible team that shares the same commitment to our residents.”

— Slava Tomych
Director of Care
Sienna Senior Living



“At Sienna, women in leadership roles are central to our success and have a significant impact on our performance, culture, and ability to develop future leaders. Being recognized by the

Globe & Mail’s 2026 Women Lead Here

year after year reflects our ongoing commitment to building an inclusive workplace where leadership opportunities are accessible and aligned with the strengths of our people.”

— Olga Giovanniello
Chief Human Resources Officer and EVP
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. We are proud to be a company with strong female representation across our leadership team and throughout our organization. Sienna’s total workforce is predominantly female, with approximately 84% of all team members being female.

The high percentage of women in our workforce is reflected in our management team with 76% of the more than 400 leadership positions being held by women. Sienna has been recognized for the sixth consecutive year in The Globe and Mail’s 2026 “**Women Lead Here**” for its commitment to gender diversity and support of female leaders.

Female Leaders	2021	2022	2023	2024	2025
Board of Directors	38%	43%	43%	43%	43%
Senior Executive Team	44%	50%	50%	50%	50%
Senior Leadership Team ⁽¹⁾	78%	80%	79%	77%	76%
Total Workforce	88%	87%	86%	86%	84%

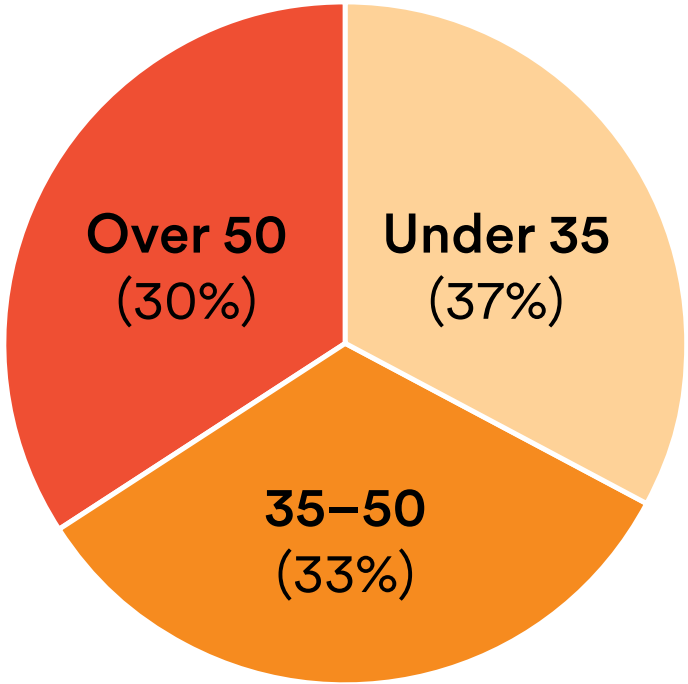
(1) includes over 400 leadership positions



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 2025 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 orientation 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	2025
Racialized	19.0%	18.0%	18.7%	20.4%
Indigenous	8.1%	8.0%	7.5%	7.4%
LGBTQ2S+	8.2%	7.0%	7.3%	6.9%
Persons with disabilities	8.3%	8.0%	8.1%	7.9%

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.

Proud to build communities where everyone belongs

At Sienna, we are committed to diversity, equity, inclusion, and anti-racism, and to building communities where everyone feels safe, welcome, and included. Highlights from our 2025/26 Long-Term Care Health Equity Plan include Sienna’s participation in a provincial working group with the Centres for Learning, Research & Innovation (CLRI) in Long-Term Care and other stakeholders such as the Ontario Long-Term Care Association (OLTCA), Rainbow Health Ontario, and Ontario Health atHome. Together with our partners, we are working to define and implement supportive processes for transgender and gender-diverse residents moving into our communities. Additional priorities include providing anti-racism education for all long-term care leaders in 2026 and developing resources to strengthen relationships with local Indigenous communities while enhancing support for Indigenous residents.



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

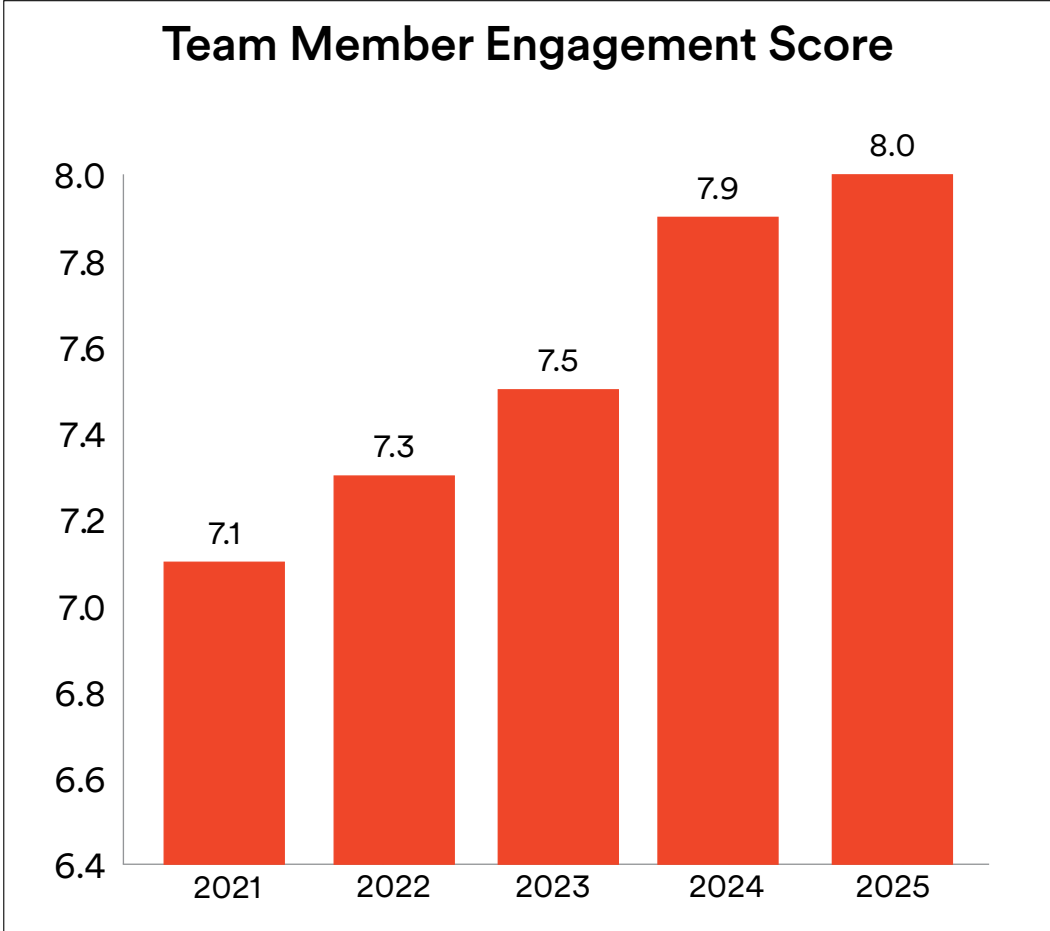
In September 2025, Sienna conducted its annual employee survey, a third-party survey that allowed every team member to voice their opinions. Feedback from these surveys provides insights concerning team members’ level of engagement. It allows Sienna to build and implement action plans to improve engagement and enhance the team member experience.



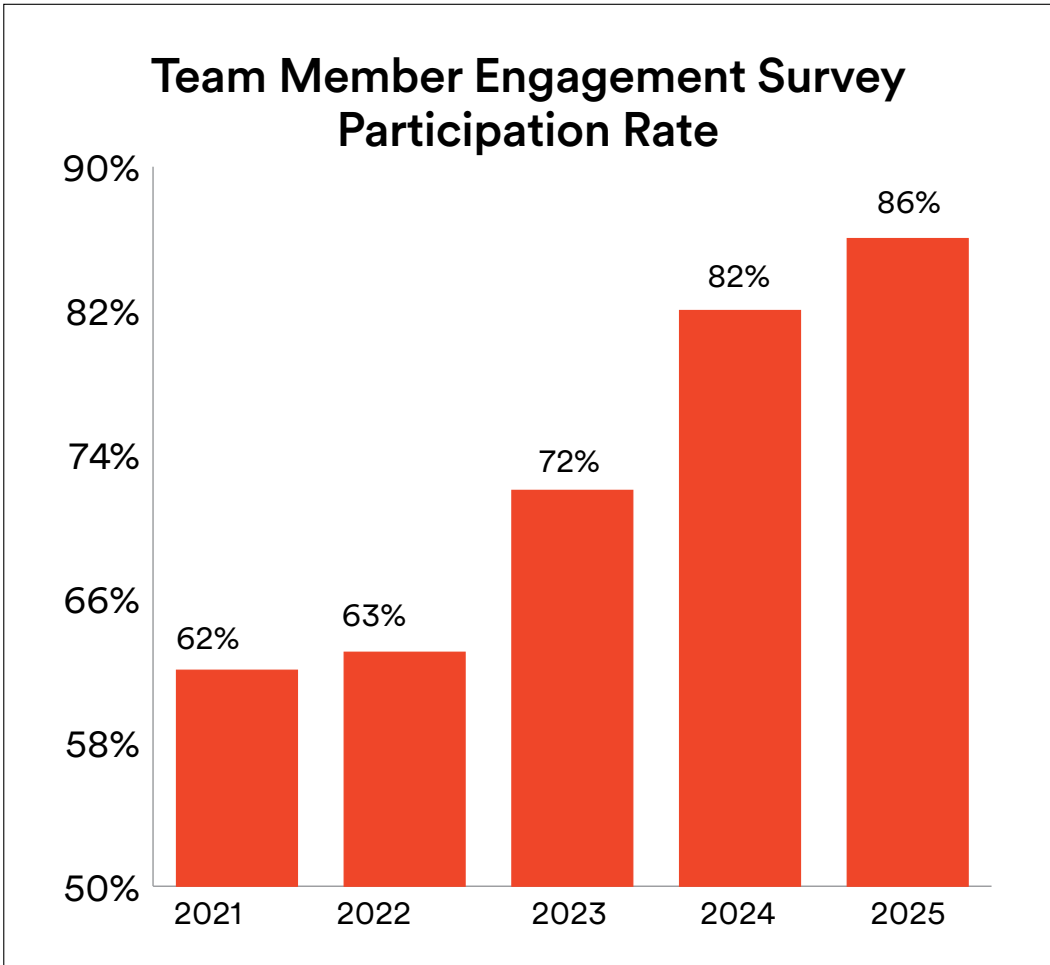
Sienna’s Score
for Ability to do
Meaningful Work

Based on **540,000** healthcare employees surveyed globally

2025 was the fifth consecutive year of overall employee engagement score improvement.



Our survey participation was 86%, the fourth year of significant improvements and a clear indication of Sienna’s continued success in enhancing team member engagement.



Supporting team member health and wellbeing

Based on feedback gathered through employee engagement surveys, team members highlighted the importance of having meaningful health and wellness resources for themselves and their families. In response, Sienna selected Dialogue, a leading virtual health and wellness platform, as its new Employee and Family Assistance Program, providing team members with enhanced access to care and support.

 **Dialogue** The program brings together a broad range of health and wellness services, ranging from mental health, career, legal and financial advice, to nutrition guidance, child and elder care resources, and much more, all on one easy-to-use platform. The program connects team members with a multidisciplinary team of professionals when they need them most.



“Team members have been telling us that Sienna’s culture of ownership makes them feel truly recognized and, just as important, helps them see a long-term future with us. And the results show it – Sienna’s **team member engagement is at an all-time high** and turnover declined and reached a record low of less than 20% in 2025.”

— Nitin Jain
Director, President & CEO
Sienna Senior Living

Building a culture of ownership and alignment

The Sienna Ownership and Rewards (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 receive company shares, creating a direct connection between their contributions and the success of Sienna.

~12,000

Recipients of **SOAR** and **SOAR for Service Awards**

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.

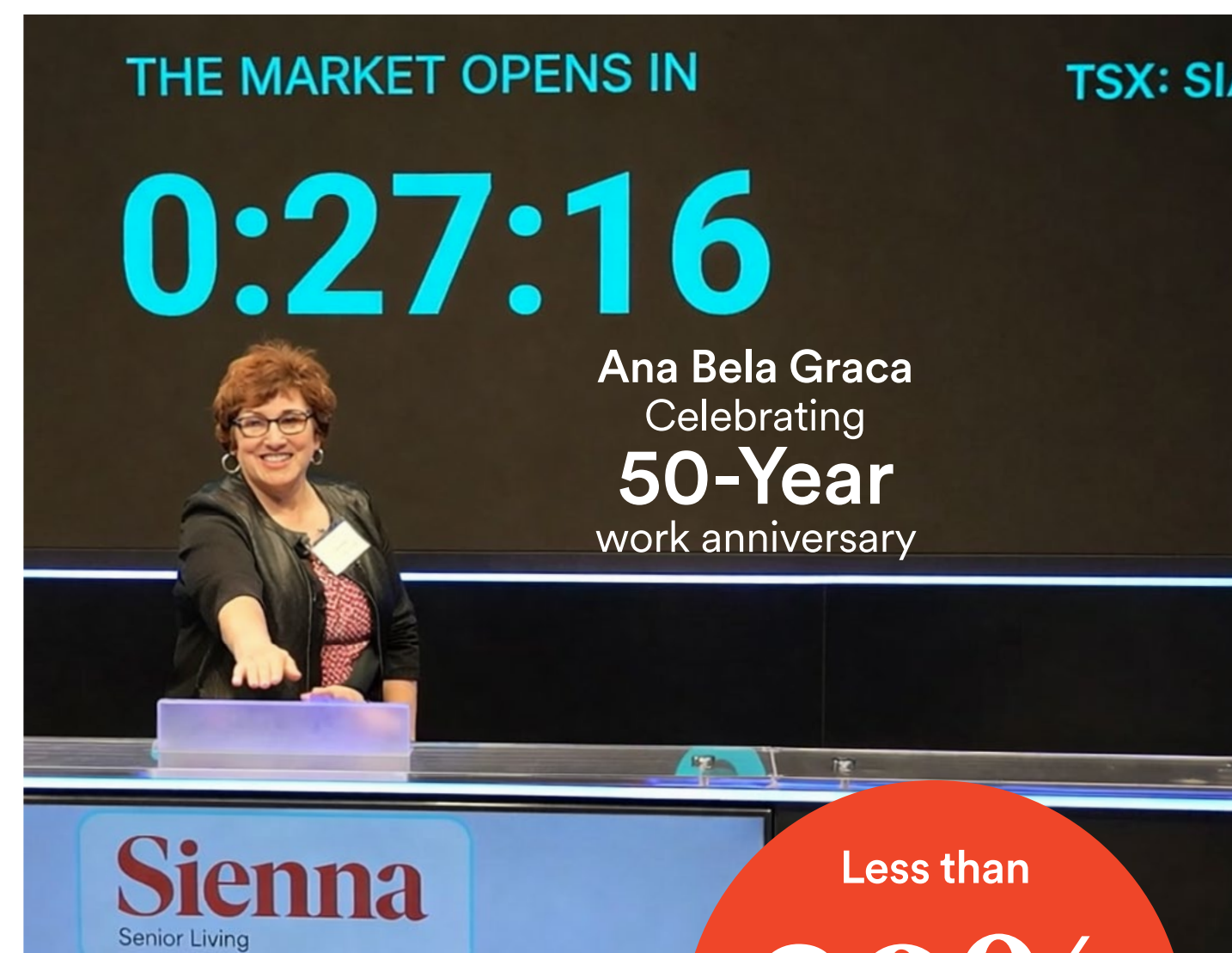
Tenure

The majority of Sienna’s full-time, part-time and casual team members are frontline workers, with approximately 76% of Sienna’s workforce working in our long-term care communities.

~340

Team Members with **20+ Years of Service**

Average Tenure of Full-Time Team Members (Years)	2022	2023	2024	2025
Long-Term Care Operations	6.2	6.4	6.0	6.0
Retirement Operations	2.3	2.7	3.3	3.3
Corporate Head Office	2.8	3.2	3.2	3.5



Ana Bela Graca
Celebrating
50-Year
work anniversary

Less than
20%
turnover in
2025

2025 Sienna Impact Awards

Sienna’s annual Impact Awards recognize communities that go above and beyond to bring our Purpose to life by creating exceptional experiences for seniors, supporting team members, and raising the bar for excellence in delivering our programs and services.



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 Award

Sienna’s Spot Awards program 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.



CEO Spot Award



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.



Anita Gutsch – Server at Aspira Barrievue & Recipient of CEO Spot Award

When she couldn’t get her car out of the driveway during a massive snowstorm, Anita walked nearly five kilometres to work to make sure residents received their breakfast.

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.

Spark

Sienna’s Spark program 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 148 incredible ideas were submitted in 2025, followed by pilot programs in early 2026 in connection with submissions from the finalists.



2026 Spark Winners



Team Member Grief Support Program – 1st Place (\$15,000)

**Archi Patel, Director of Care,
Cawthra Gardens**

Providing a supportive framework for team members after the passing of a resident, fostering reflection, emotional support, and collective healing.

Generations of Flavours: Sienna Family Cookbook – 2nd Place (\$10,000)

**Nivi Fernando, Environmental Partner at
Sienna's Corporate Office &
Kim Magarvey, General Manager,
Aspira Orchard Valley**

Creating a company-wide digital or printed cookbook that celebrates resident stories, cultural heritage, and shared experiences across Sienna.

Sienna Shares – 3rd Place (\$5,000)

**Amandeep Randhawa, Associate Director
of Care, Woodhall Park**

Enabling Sienna's homes to borrow, exchange, and reuse supplies and equipment across the organization through a resource-sharing platform within the Company's team member app.



Living Well with Sienna – Finalist Recognition Award (\$1,000)

**Sylvia Young, Recreation Aide at Aspira Mayfair
Terrace & Aspira Astoria**

Developing a health awareness campaign highlighting the early warning signs of common health issues to support earlier recognition and response among residents and team members.

Team member communication

With approximately 15,500 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 (Workivo) enables communication across multiple levels, supporting communication about company-wide initiatives and news, as well as the ability to chat with each other.



80%+

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.

Managers and Leaders at Sienna are supported in stepping into their leadership roles through Sienna’s Integration program, which provides guidance and milestones for focus during the first 30, 60, and 90 days.

Internal Promotions

Sienna is a place where team members can build fulfilling careers. In 2025 alone, Sienna celebrated approximately 120 internal promotions - reflecting our ongoing commitment to developing talent from within the organization.

From dietary aide to Executive Director - Karen Tasker’s journey illustrates what is possible. Since joining Lakeview Lodge over a decade ago as a dietary aide, she has taken on several frontline and leadership roles across the organization and has since advanced to become Executive Director. Her story reflects the opportunities available to team members who choose to grow with Sienna.



“I walk the floors, celebrate wins, and recognize the effort of my team.”

— Karen Tasker
Executive Director,
Lakeview Lodge
Sienna Senior Living



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. We also gathered Sienna’s Directors of Care & Directors of Wellness for a powerful annual 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.

Internship Program - Developing the next generation of leaders

2026 marks the start of Sienna’s internship program, with the goal of developing the next generation of leaders by providing meaningful experiences to summer interns as they complete their post-secondary education and take the next steps in their careers.



Student Placements

Sienna continually expands its collaboration with educational and government institutions to ensure a talent pipeline for future staffing needs. Our collaboration with colleges and universities has resulted in more than 2,700 student placements in 2025.

2,700+

Students placed
in 2025



In 2025, thousands of team members participated in online and in-person learning opportunities, including:

~5,200 New team members participated in “Safe and Respectful Workplaces” and “Welcome to Sienna” courses

~463,000 Completions of eLearning modules

~3,250 Team members participating in Labour Relations Training courses

430+ Team Members attending two-day Manager Essentials 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 new initiative. It provides frontline leaders with the confidence and the tools to implement change, while ensuring uniformity and consistency in its execution.

Sienna Essentials

In 2025, Sienna rebranded its Learning Bites program to Sienna Essentials, bringing learning to all team members across long-term care and retirement every other month, with each module building on previous modules and strengthening skills, reinforcing consistency, and further differentiating Sienna as a learning organization committed to team member growth and development. The topic of Service Excellence took center stage through 6 modules, while Values provided a supporting lens for action.

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.



Labour relations and union representation

Labour rights are an important consideration with respect to Sienna’s human capital management 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 117 collective bargaining units and an approximate 85% unionization rate among our team members. Excluding management positions, this number would be even higher with 90% of all non-management team members being represented by a union.



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 2025, Sienna had 906 Occupational Heath & Safety (OHS) incidents, including 567 incidents that resulted in lost time of a team member.

Year	Medical Aid/ Health Care Only	Modified Duties (No lost time)	Lost Time	Total
2021	66	165	701	932
2022	64	151	1218	1433
2023	46	126	759	931
2024	95	222	523	840
2025	114	225	567	906

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. Through vibrant and supportive environments, we strive to make every Sienna community a place residents are proud to call home.



Advancing our understanding of what happiness truly means to seniors

Reflecting Sienna's Purpose of *Cultivating Happiness in Daily Life*, the **Sienna Senior Research Centre for Healthy Aging and Happiness** launched three pioneering research projects focused on advancing our understanding of the factors that support happiness, engagement, and meaningful connection among older adults.



Sienna Senior Living Research Centre for Healthy Aging and Happiness

Exploring new ways to spark memories and connection

This initiative uses virtual reality (VR) and conversational AI to help people living with dementia recall and share memories. Residents explore immersive environments such as nature settings, travel destinations, or familiar places, while AI gently encourages storytelling and reflection. Researchers will evaluate whether these experiences improve mood, engagement, social connection, memory recall, and cognitive function, while reducing apathy and depressive symptoms.

Conversation Café: Sharing perspectives on dementia care

Through informal, guided conversations, the Conversation Café brings together residents, caregivers, healthcare providers, and researchers to discuss what matters most in dementia care. These discussions identify challenges, highlight best practices, and inform strategies for creating more dementia-friendly communities. The insights will help shape future dementia care research and programs with a focus on inclusion, equity, and diverse community needs.

Understanding what makes seniors happy

This project explores the factors that most influence seniors' day-to-day well-being. Using cognitive mapping, residents aged 65 and older reflect on their daily experiences before collaborating to create a visual map of how different aspects of life contribute to health, engagement, and happiness.



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.

Team members at Sienna's Trillium Community in Kingston, Ontario travelled from Ontario to Alberta to help reunite Ron, a resident at Trillium, with his family and meet his grandson for the first time.



“For many, this may seem like a simple family visit. But for a resident living in long-term care, a journey like this can feel almost impossible. Our team looked beyond the logistics and challenges. They focused on what mattered most to Ron — and they made it happen.”

— Ali Mir
EVP, Long-Term Care Operations
Sienna Senior Living

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.

Circle Spa

One of the Company’s recent platform enhancements is the introduction of “Circle Spa”, an initiative designed to elevate the resident bathing experience by combining enhanced physical environments and upgraded equipment with standardized best practices that promote gentler, more resident-centered care.

Accreditation



The Company’s efforts of focusing on residents’ quality of life and care are reflected in the most recent accreditation results from the Commission on Accreditation of Rehabilitation Facilities (CARF) conducted at our long-term care communities in 2025 and 2026.

We are proud of the highest achievement status, a three-year award received from CARF.



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 380 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. The program has now been successfully implemented at 27 long-term care communities across Ontario and British Columbia.

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

~380

Team Members
trained as
Medication Assistants

41%+

% 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.

Sienna's Skin & Wound Program incorporates leading evidence-based best practices, clinical resource tools and hands-on training to build and maintain expertise in wound care. To date in 2026, approximately 1,300 team members participated in in-person workshops and virtual education sessions facilitated by Medline Canada across Ontario and British Columbia, with expansion of the program to communities in Alberta currently underway.



Sienna's Skin & Wound Program was recognized as an area of clinical service excellence during Sienna's 2025 CARF Accreditation.

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.

Trauma-Informed De-escalation Education for Safety and Self-Protection (TIDES)



Sienna is currently implementing TIDES as a model of practice, a training framework developed by the Centre for Addiction and Mental Health (CAMH) to help team members prevent, recognize and safely respond to situations where residents are experiencing distress or exhibiting responsive behaviours.

TIDES teaches team members how to work together in situations when a resident's behaviour is escalating and may impact their safety or the safety of others. The program aims to help team members prevent these situations and to respond safely when they happen. It further focuses on trauma-informed communication, which involves a wide range of behaviours and practices.





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	Voyage by Aspira , 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.

Voyage by Aspira

Voyage by Aspira is a **quarterly cultural enrichment program** that brings immersive, destination-themed experiences to life — right within Sienna’s communities. Each Voyage event pairs themed activities, culinary experiences, live entertainment, and destination décor to create a full-sensory journey that celebrates the richness of the world’s cultures. The program is designed to foster social connectivity, cultural recognition, and a deepened sense of belonging.

“It meant so much to reconnect with my culture and celebrate it with other residents. I loved every minute of it.”

— Resident participating in the Voyage by Aspira program



Sparkle

Aligned with Sienna’s purpose and values, we introduced the Sienna Sparkle Award, which honours residents from both our retirement and long-term care homes who go above and beyond to help cultivate happiness and create community. Nominations can be made by team members, residents and family members. Since its launch in 2024, over 150 residents have been honoured as Sparkle Award recipients.



Celebrating the Gems in our Community



Celebrating Gems in our Communities

At Sienna Senior Living, we believe that living with meaning and purpose is essential to residents’ health and well-being. That belief is at the heart of our **Gems in Our Community** program, which celebrates and supports residents who want to make a difference by sharing their time, talents, and passions.

Terry helps in the laundry room every weekday—and she loves it. A former volunteer, she finds joy in the routine and a sense of purpose in her contribution. “It’s something to look forward to,” she says. Her quiet dedication speaks volumes about the difference one person can make simply by showing up and helping out.



Angiolina brings heart and a sense of community to everything she does. She’s best known for making birthday cards. On each resident’s special day, she delivers the card, which makes a world of difference to that person. “We celebrate and make happy memories,” she says. “It brings the community closer.”



Monty brings the community to life through music with his playlist and warm smile. “I play the music, and they come - it doesn’t matter what type of music it is. It does something to me inside,” he says. “Music can change your mood in two ticks. It brings out memories.” Monty’s sessions are more than entertainment - they’re moments of connection, joy, and shared emotion.



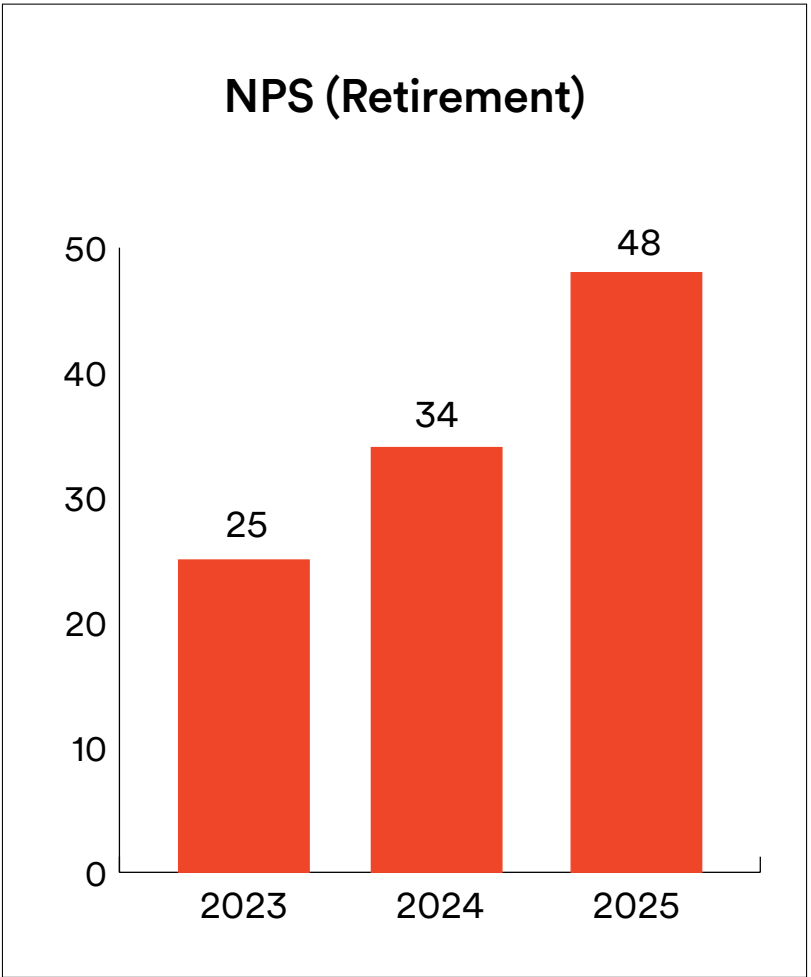
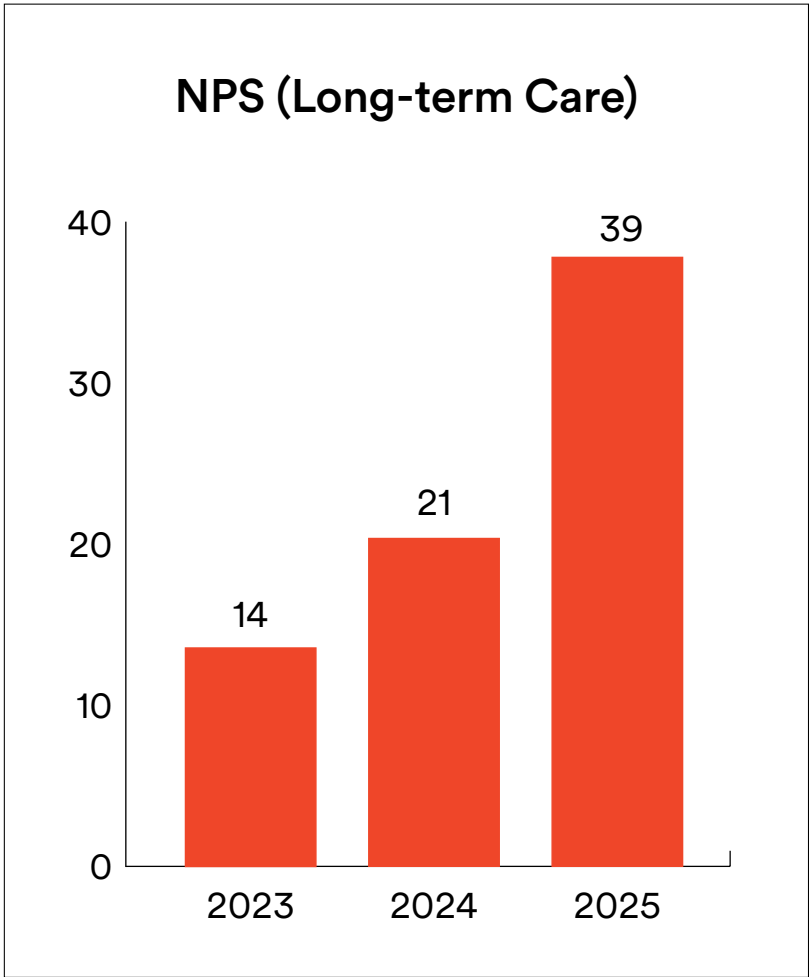


Resident Experience

At both our retirement residences and long-term care communities, we measure our residents’ satisfaction and likelihood to promote our homes based on the internationally recognized net promoter score method (“NPS”).

We had steady engagement with respect to our platformwide NPS surveys to date, with excellent participation from both residents and families. An in-depth analysis of the survey results has provided important insights on what it takes to improve our residents’ happiness in daily life. It also helps us identify areas for improvement and prioritize operational changes.

Over the past three years, the actions we have taken in response to resident and family feedback have contributed to meaningful improvements in resident satisfaction across both our retirement and long-term care platforms.



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 a significant transition. 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:

Completed projects

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

Ongoing projects

- **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 approximately 90 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.

90+

Affiliations with
Colleges & Universities



It's time to
put you first

Sienna For Seniors
Foundation

DATE January 25th, 2025

PAY TO THE ORDER OF The Auxiliary to Campbellford Memorial Hospital \$ 11,885.00

@ELEVEN THOUSAND EIGHT HUNDRED EIGHTY FIVE DOLLARS

MEMO POLAR PLUNGE!

Aspira Island Park
Recreation & Leisure

⑈00⑈ 50⑆5⑈0025⑆ 35762⑈ 305246387799⑈ 00⑈

Giving Back

TO THE COMMUNITY

Extending our impact across Canada

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.

~1.3M

Funds distributed by Foundation

60+

Grants Distributed

100+

Scholarships Awarded

To date, the Foundation has distributed \$1.3 million in grants to charities, universities and community partners across the country. These grants are helping fund programs and services that create connection, reduce isolation, support well-being, and bring meaningful moments of happiness to seniors in communities across Canada.

Team members’ and residents’ generosity is making a difference

From bi-weekly payroll deductions, toy drives and more – the generosity of Sienna’s team members and residents has made a significant impact on the Foundation’s success.



Residents at Aspira Villa Da Vinci Retirement Living created beaded heart bracelets to donate to SickKids.



Aspira Astoria Retirement Living proudly supported BC Children's & Women's Hospital through a heartwarming holiday toy drive.

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.

Creating connection through community programs

One example of the Foundation's impact is its support of the University of the Fraser Valley's **Trishaw Rides Program** in Abbotsford, British Columbia. Through this initiative, seniors and individuals with mobility challenges enjoy free outdoor cycling experiences in specially designed trishaws operated by trained student volunteers. The program helps reduce isolation, foster intergenerational connections and create moments of joy and well-being.

Supporting cognitive health through chess

Another program supported by the Foundation is the Chess Institute of Canada's **Chess for Life** program in Toronto, Ontario. Delivered through local libraries, the program offers seniors weekly lessons, guided play and group discussions over multiple eight-week sessions. By promoting cognitive stimulation and social connection, Chess for Life helps older adults stay engaged and connected to their communities.



Concerts in Care

The Foundation continues to support **Concerts in Care**, an organization that brings world-class musicians into senior living settings to let seniors experience the joy of live music.



“As we work together to redefine what it means to age well, the generous \$1 million gift from the Sienna for Seniors Foundation

**strengthens
our ability to
lead applied
research**

that supports dignity,
independence and quality
of life of aging Canadians.”

— **Dr. Carol Rodgers**
Dean, Faculty of Health Sciences
Ontario Tech University

Sienna Senior Living Research Centre for Healthy Aging and Happiness

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

This landmark partnership reflects Sienna’s commitment to advancing evidence-based approaches to aging, with a focus on research and innovation that support healthy aging, quality of life, and the measurement and enhancement of happiness for older adults.

Learn more about the Sienna Senior Living Research Centre for Healthy Aging and Happiness in this [video](#).

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.



“I remember thinking, *Is this for real?*” Emmanuel recalls.

“The scholarship came at exactly the right time.

It allowed me to focus on finishing my studies

and pursuing the career I truly felt called to.”

— Emmanuel Maduawia
Recipient of Sienna Senior Living Scholarship

Sienna Senior Living Scholarship

The Sienna Senior Living Scholarship program supports team members pursuing Personal Support Worker (PSW), Health Care Aide (HCA), or Continuing Care Assistant (CCA) education by helping remove financial barriers.

From Scholarship to Calling: Emmanuel’s Journey to Becoming a PSW

Caring for older adults is something that has been part of Emmanuel’s life since childhood. Growing up in a small village, Emmanuel was surrounded by extended family and elders, where caring for older generations was simply part of everyday life. Emmanuel was pursuing his PSW studies but with finances tight, he was not sure how to finish the program.

The scholarship arrived at exactly the right moment. With the financial pressure lifted, Emmanuel was able to focus on completing his studies and pursuing the career he felt called to.



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.

Our sustainability policy formalizes our commitment to 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 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

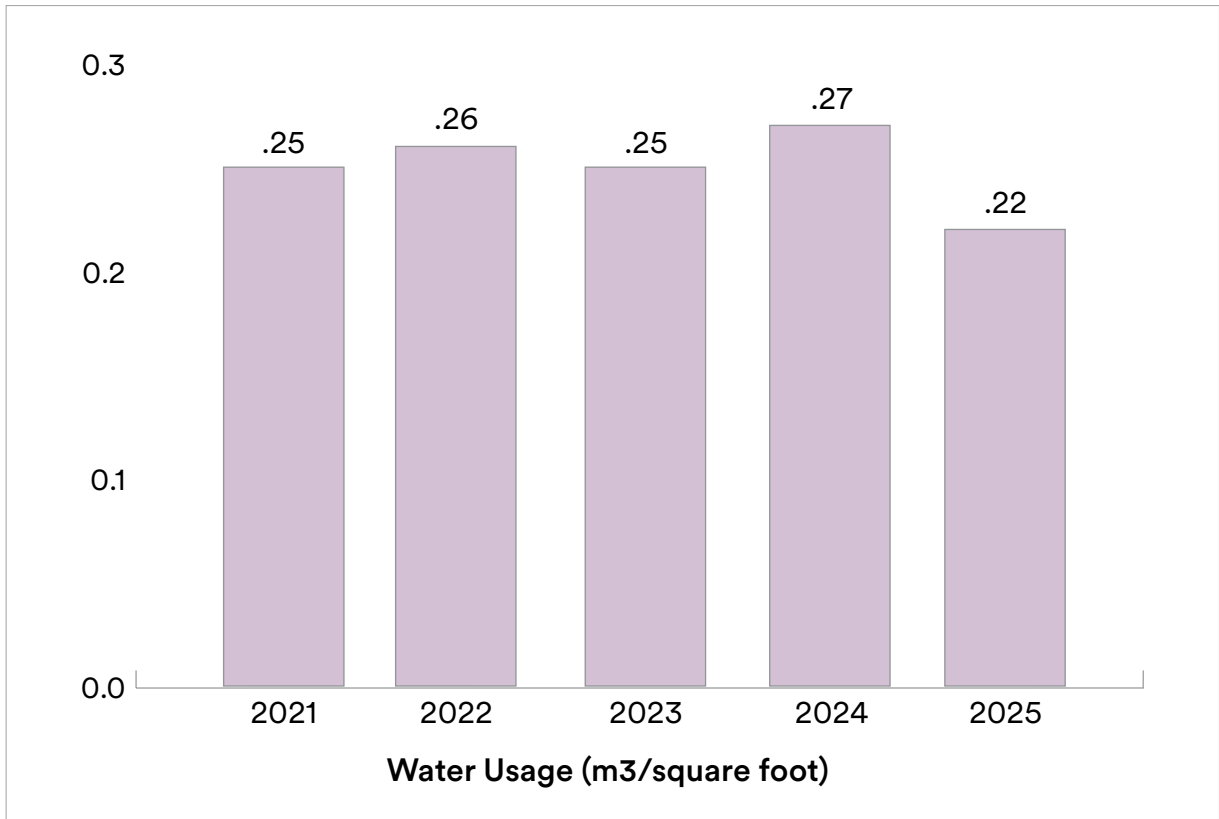
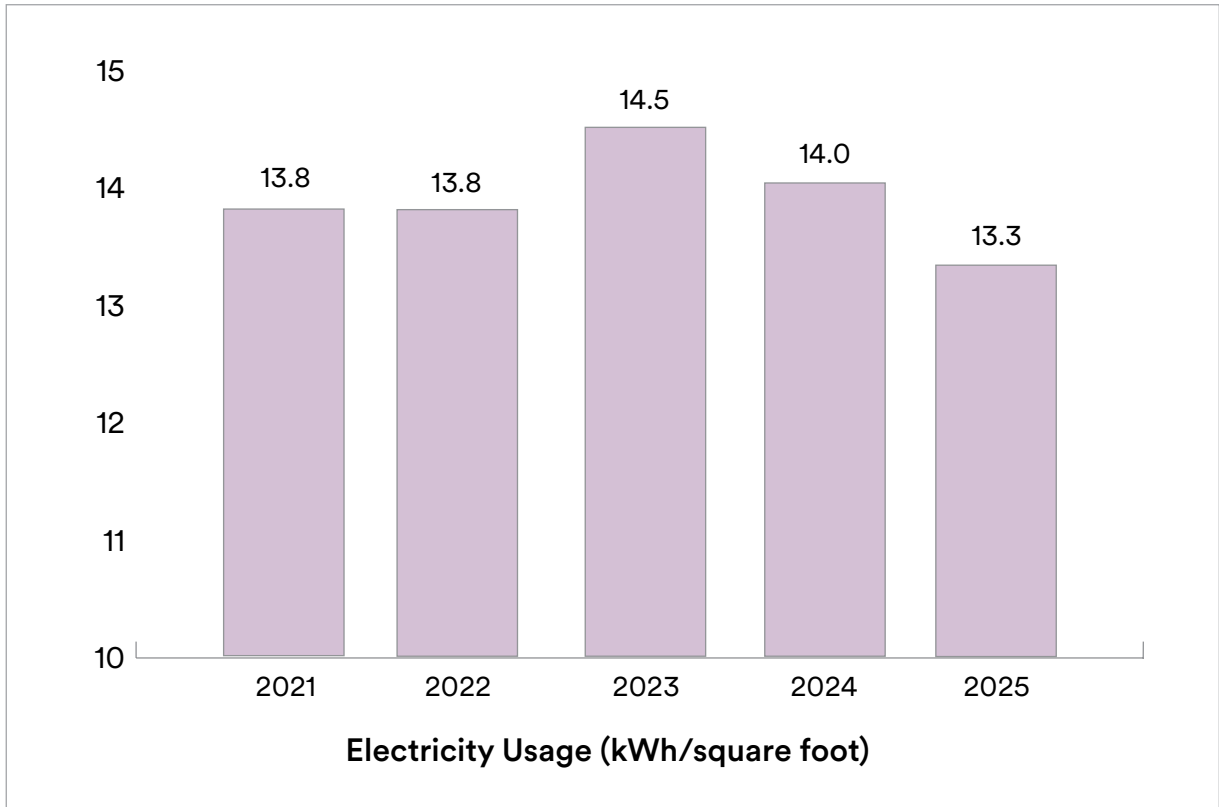
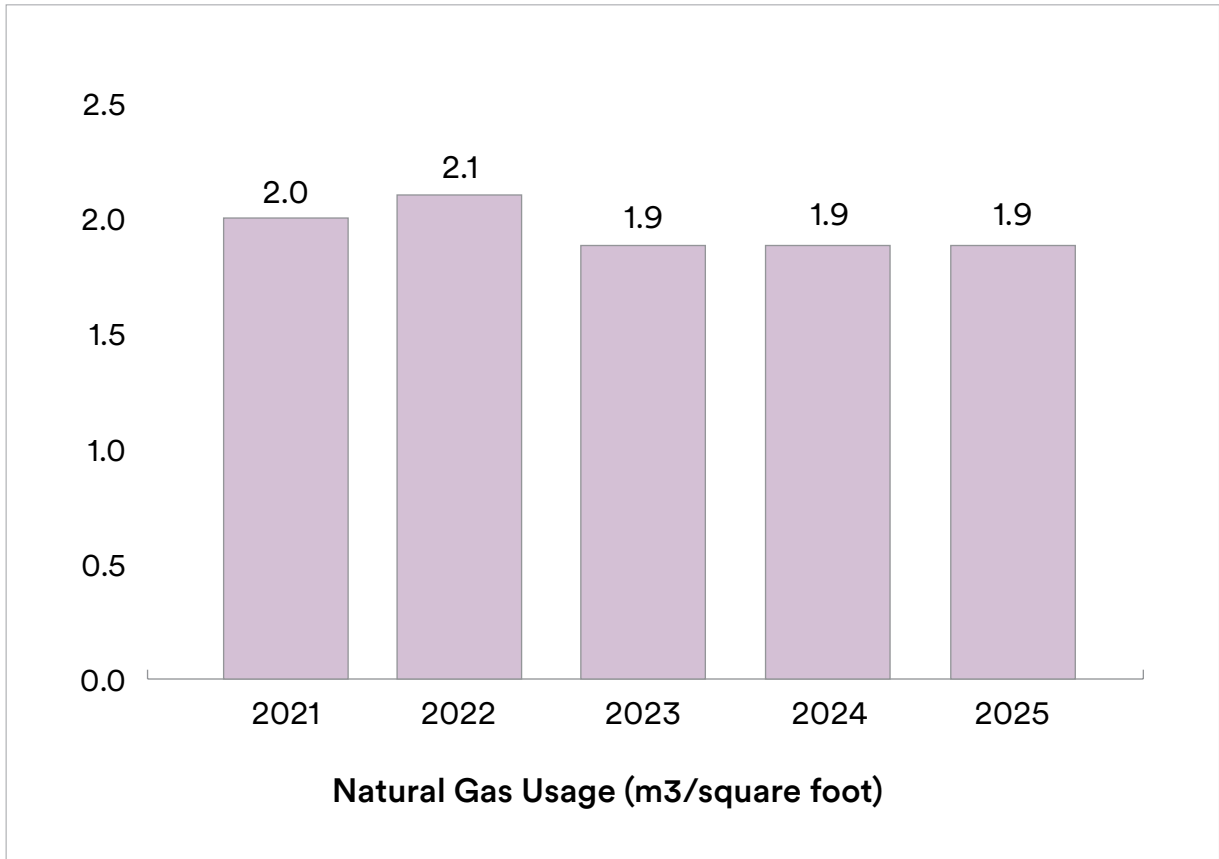
In our efforts to better understand and manage our environmental footprint, Sienna developed consumption baselines for natural gas, electricity, and water. This data still provides valuable insights into our resource usage.

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.

“This project not only supports Sienna’s commitment to

improving energy efficiency

through modernized heating and cooling systems, but it also enhances the comfort for residents and team members.”

— Rory O’Neill
Regional Manager, Building Services
(Western Canada)
Sienna Senior Living

Honoured to be recognized for environmental stewardship



Sienna was proud to be named the inaugural recipient of the **Energy Efficiency Leadership Award** by the BC Care Providers Association (BCCPA), recognizing our commitment to advancing energy efficiency across our communities. As one of Canada’s largest owners and operators of seniors’ living residences, we are focused on creating comfortable, healthy environments that support residents in living full and meaningful lives while reducing our environmental footprint.

In pursuit of innovative energy solutions, we partnered with FortisBC to implement dual-fuel rooftop units (RTUs) across several of our British Columbia

communities. The hybrid systems combine an electric heat pump with a gas-fired burner, switching automatically between electric and gas heating based on outside temperatures to optimize energy use and reduce emissions. The systems provide efficient heating through a single integrated solution, enhancing resident comfort while improving energy performance. Furthermore, the systems integrate seamlessly with existing building automation systems.

Earth Day initiatives

Earth Day 2026 was celebrated at Sienna communities across the country by finding creative and meaningful ways to give back to the environment and bring residents and team members together.

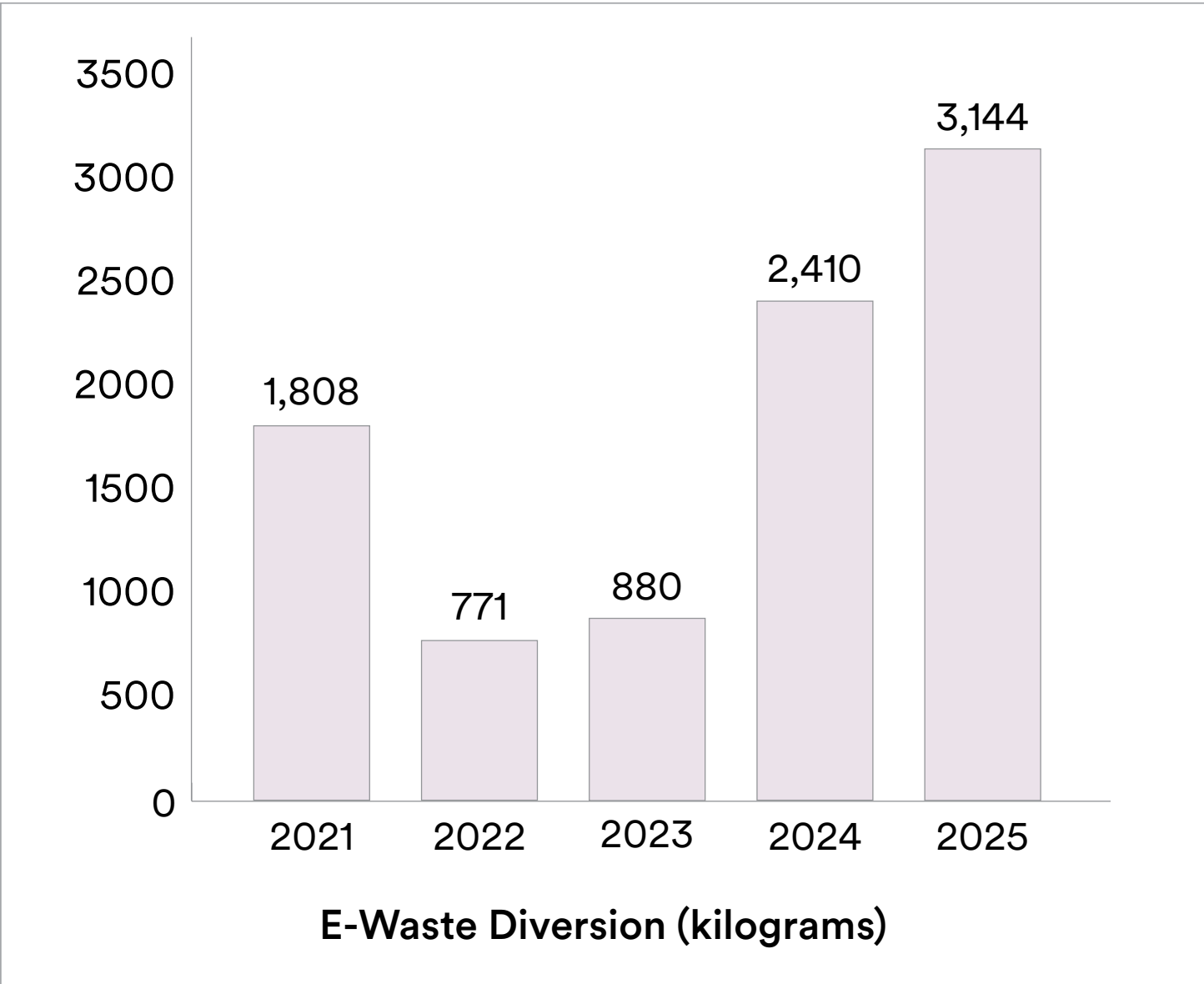
From community cleanups and planting to creative activities, these moments are a great reminder that even small actions can make a meaningful difference.



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 2026 **Women Lead Here** benchmark,

recognizing companies with top executive gender diversity in Canada. This marks the sixth 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, 2025, 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 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 2025.

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 93% in favour of Sienna's approach to executive compensation at Sienna's most recent annual meeting of shareholders in June 2026.

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



93.1%

Shareholder approval of Sienna's executive compensation in 2026

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.

Corporate Impact Steering Committee Charter

The [Corporate Impact Steering Committee Charter](#) 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

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

Sienna’s Vendor Code of Conduct outlines the organization’s expectations and requirements for vendors and suppliers who engage with Sienna. The Vendor Code of Conduct ensures 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.

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 designated Incident Manager, who is responsible for the official declaration of an emergency at the location in consultation with the Executive Director/ General Manager and, as required, the Vice President, Regional Operations and other leaders from Sienna’s corporate office dependent on the scope of the emergency.
- **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

In May 2026, Sienna facilitated its second annual Emergency Management Month with over 400 leaders participating to ensure ongoing enhancements to emergency planning tools and policy alignment.



Leaders participated in
Emergency Preparedness
Training



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 occurs
- 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**

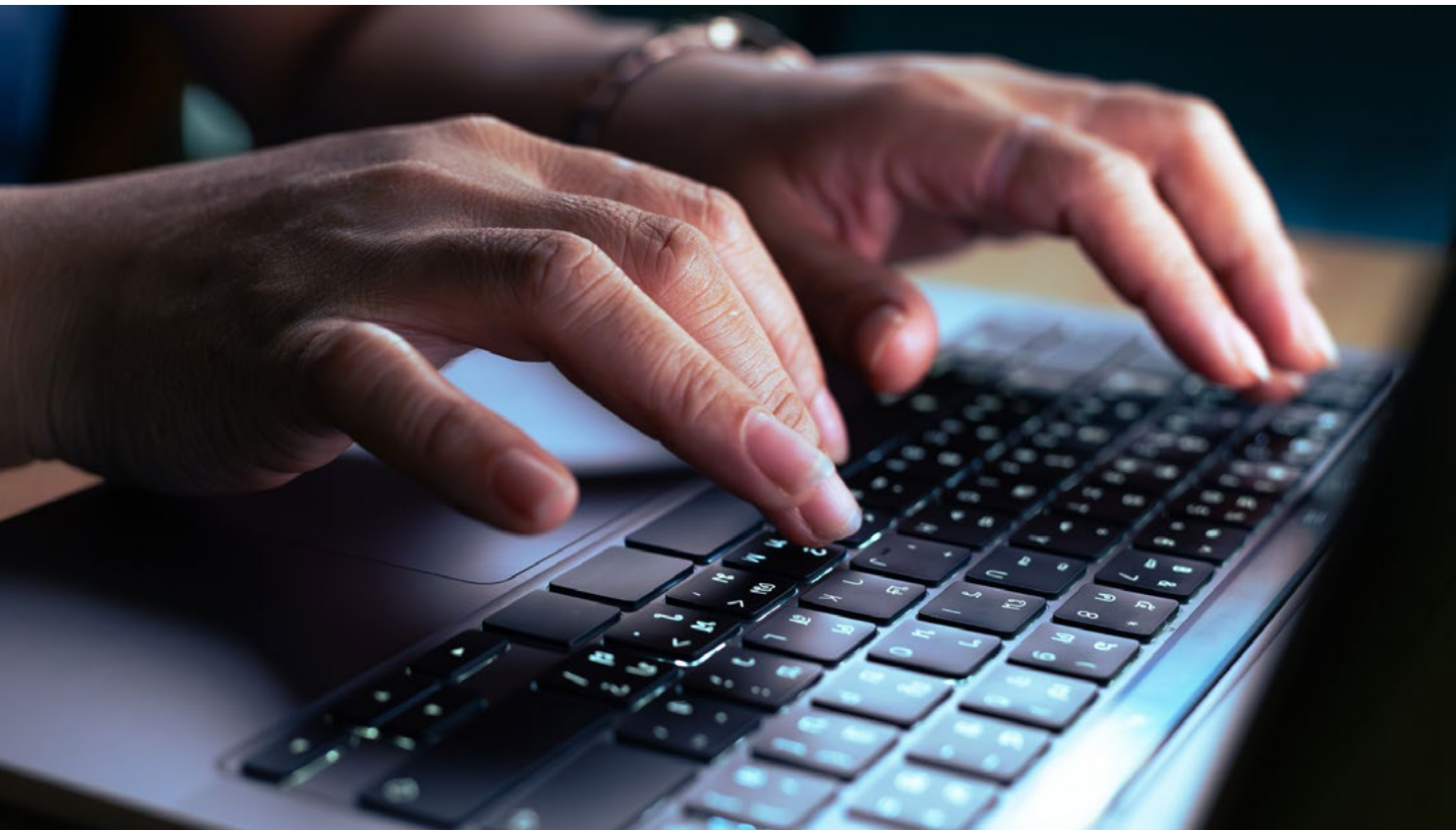
Sienna continues to strengthen its cybersecurity capabilities through expanded, continuous monitoring and response.

Sienna’s 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

Sienna continues to advance health risk management and resident safety through the implementation of the HealthConnex Infection Prevention & Control (IPAC) software across its Ontario and British Columbia communities. The platform helps clinical teams by supporting timely infection surveillance, outbreak management, immunization tracking, auditing, and evidence-informed decision-making.

Recent enhancements have strengthened data quality, supported antibiotic stewardship, reduced duplication in outbreak reporting, and improved consistency in IPAC practices.





Happy is a
lifelong pursuit.

Proud to be

Sienna

Senior Living