

SCHEDULE C
EXTENDICARE INC.
ENVIRONMENTAL, SOCIAL AND GOVERNANCE (“ESG”) INSIGHTS

A year of transformation, growth, and more care for people in need

Extendicare is pleased to share our third report on Environmental, Social and Governance (“ESG”) Insights, following a transformative year of growth for our organization.

The various strategic initiatives we have taken in recent years came to impactful fruition in 2023, positioning us to better address the care needs of the aging population for years to come.

Our mission to help people live better is the foundation of our strategy. Extendicare is focused on adding capacity to address the demographic challenge of caring for seniors by building new long-term care homes and expanding home health care services.

Our investments in new homes are building safe, comfortable spaces where we can offer residents high-quality, compassionate care to help improve their quality of life. Our increased capacity to deliver more home health care is alleviating pressures on the health care system. And we are prioritizing team growth, training, and leadership development to ensure we continually cultivate further expertise among our teams, to amplify the quality of care we provide.

This report highlights the progress we have made since our inaugural 2021 ESG report. It reflects the collective effort of thousands of people across the organization — from the dedicated teams who provide exceptional, compassionate care on the front lines, to our Leadership Team and Board of Directors who set the course as we navigate a rapidly changing health-care landscape.

As in previous years, this year’s ESG Insights was overseen by the Board’s Governance and Sustainability Committee, with ongoing support and engagement from the rest of the Board and management.

OUR CARE

Deepened our commitment to long-term care by welcoming Revera long-term care homes and team members to the Extendicare family

After reaching an agreement with Revera in March 2022, we welcomed 56 long-term care homes in Manitoba and Ontario to the Extendicare family in 2023.

We are proud to now have more than 22,000 highly trained, dedicated team members, united in a shared commitment to provide high-quality care to residents. Across Ontario, Manitoba, and Alberta, we provide care for more than 17,000 residents in 125 long-term care homes.

Whether owned by Extendicare or managed by us under contract, every home across our network strives to provide residents and their families with a home environment staffed by experienced teams dedicated to providing exceptional care.

As an example of how our teams are integrating best practices, we are expanding use of a treatment that combines compression therapy and an electronic device – the Geko Device – that stimulates nerves and muscles in the lower leg to prevent skin ulcers. Based on its success in a Revera trial, we are expanding this program more broadly across Extendicare homes.

More home health care for people in need

ParaMed delivered a year of significant growth in 2023.

As demand for home health care continues to grow, we delivered 10% more care to patients in their homes and communities in 2023 than the year before. This growth was enabled by a focus on recruitment, retention and employee experience that resulted in a 6% increase in ParaMed’s team of caregivers who worked diligently to meet the growing demand for care.

This dedicated team helped thousands more Canadians get the compassionate support they needed while remaining in their homes, resulting in an additional 800,000 home care visits last year and a total of nearly 10 million hours of care delivered at home for Canadians.

COMMITMENT TO QUALITY CARE AND CLINICAL EXCELLENCE

ParaMed Chief Nursing Executive helps enhance frontline skills

Since joining ParaMed more than a year ago, Chief Nursing Executive Katarina Busija has focused on supporting clinical team member skills development. The first person to fill this new role, Katarina has engaged teams across our network to advance our clinical operating model.

Among other initiatives to build leadership, Katrina hosted our first cross-divisional Clinical Leadership Team meeting, which featured special guest Dr. Karima Velji, Ontario's Chief Nursing and Professional Practice Officer and Assistant Deputy Minister of Health.

Katarina also organized a quarterly forum that helps clinical leaders across the organization connect to advance professional practice and development.

She sits on the Ontario Ministry of Health's Home Care Modernization Team and engages with Ontario Health regularly to support their work to improve home care in Ontario.

Embedding accreditation standards in our day-to-day work

Across our organization, we maintain a constant focus on quality improvement, underpinned by our commitment to accreditation standards. Accreditation is an independent process of assessing health-care and social service organizations against standards of excellence to identify what is being done well and what needs to be improved.

Across long-term care and home health care, we have integrated best practices into our operations to build and sustain a robust culture of quality and safety.

- In its last organization-wide evaluation in 2022, ParaMed was distinguished as a nationally accredited provider with Exemplary Standing – the highest level of performance recognized by Accreditation Canada. Our management team has conducted an in-depth review of the results and findings and shared these with all team members across the organization. We are preparing for our next round of accreditation surveys in September 2026.
- Extendicare long-term care homes follow Accreditation Canada's new Qmentum Long-Term Care Continuous Accreditation Cycle, which involves continuous standards and survey activities rather than the previous episodic approach based on reviews every four years. Last year we completed the self-assessment of our homes and created a Quality Improvement Action Plan ("QIAP"). We completed a successful virtual assessment by Accreditation Canada in the fall and met all requirements. In the year ahead, we will continue to work on the QIAP and will complete the required action items for Year 3 for the four-year accreditation cycle.

More nurses become experts in skin and wound care

As part of our program to build the caregiving skills of our team, our long-term care nursing team engages in specialized skin and wound training through the Skin Wellness Associated Nurse ("SWAN") program.

Graduates from the SWAN program have expanded our advanced practice capacity in this critical area of seniors' health, providing specialized care to residents in need of skin and wound care. Last year, 11 more nurses completed the SWAN program, bringing our organization-wide total to 24. These graduates play an important role in coaching and sharing their expertise with their nurse peers across Extendicare.

Line, a Registered Practical Nurse ("RPN") and Assistant Director of Care at Extendicare Falconbridge, completed training through the SWAN program in June 2023. "It provided me with the knowledge, tools and confidence that enabled me to be a more integral part of the nursing team as a Wound Care Lead for the home. This was a great learning opportunity, and I would recommend it for any nurse who has a passion for skin and wound care."

ParaMed Skills Labs expand access to training

As part of our commitment to support our caregivers with education and training opportunities, ParaMed expanded its Skills Labs. Each lab now offers 12 modules where care providers can practice their skills and develop additional clinical expertise through hands-on training in a safe and supportive environment.

All frontline team members have access to hands-on training specific to their roles, including circulation and medication support. New team members complete all skills lab modules as part of their onboarding process, and existing team members refresh their skills on an annual basis.

Our downtown Toronto ParaMed district hosted a Skills Fair where ParaMed nurses strengthened their clinical expertise. "I learned a lot!" said Grace, a nurse who attended. "It was a fun experience working with the other nurses and learning new approaches that I can use with my patients".

Enhancing palliative care training with Pallium Canada

In partnership with Pallium Canada, the nation's leading palliative care educator, Extencicare provides comprehensive training in end-of-life care to a growing number of interdisciplinary long-term care and home and community care team members.

Building on our efforts in 2022, last year we expanded our program to include more than 100 long-term care team members, Medical Directors and attending physicians. We also delivered a facilitator training session attended by ParaMed team members, with these learnings being shared more broadly across our district teams.

Building on our infection prevention and control expertise

Extencicare's national Infection Prevention and Control ("IPAC") team hosted its first "Building Bridges to Best Practice" conference which brought together our IPAC leaders from long-term care homes across the country. The group gathered to exchange expertise and review successes, including from innovative peer-to-peer education programs. Together, they learned about the latest research and advanced solutions and how to incorporate them into daily practice.

Leading the sector with improved medication safety

To improve medication safety and quality of life for long-term care residents, Extencicare has harnessed new technology and processes for safe administration of medications.

Reduction of antipsychotic medications is associated with resident well-being and improved activities of daily living. As of December 2023, we had decreased the use of antipsychotic medications in our resident population to levels well-below the national average, as published by the Canadian Institute for Health Information, at all long-term care homes across our network (the former Revera homes will complete the implementation of the same program in 2024). This was accomplished through the use of real-time data from our PointClickCare clinical management system which helps physicians determine whether the use of antipsychotics is appropriate for each individual resident.

Team members are also able to use eConnect to access digital health information for residents, such as lab reports, diagnostics and hospital records, when transferring to other health-care settings, such as hospitals. This has improved collaboration with hospitals and other health providers, eliminating the need for faxes and phone calls by nursing staff.

In the fall, our Chief Medical Officer, Dr. Matthew Morgan, and other Extencicare clinical leaders shared their expertise on medication safety technology at the Ontario Long-Term Care Association conference. The team continues to share its evidence-based learnings to peers in Canada and the United States.

INNOVATING TO CREATE A STRONGER SYSTEM FOR SENIORS' CARE

As we position ourselves to meet the growing demand for seniors' care, we are building on innovative solutions that have helped us strengthen the quality of care we provide to our long-term care residents and home care patients and clients today, and those who will rely on our care tomorrow.

Project Amplifi eases information exchange

We actively support new research to enhance collaboration and continuity of care across the health system. Extencicare long-term care homes are participating in Project Amplifi, a provincially funded program, to implement technology that enables the exchange of clinical data between care facilities – from hospital to our homes and back - leading to safer care and more-efficient workflows.

In close partnership with the provincial Amplifi team, Extencicare began implementation at our Ontario homes in early 2023. By the spring of 2024, we will complete implementation at all homes whose local hospital partners are currently eligible for participation.

Building on the success of our Transitional Care Unit

We continue to look for ways to build on the success of the Transitional Care Unit we operate with The Ottawa Hospital at Extencicare West End Villa. The unit provides restorative and rehabilitative care to more than 100 patients in a home-like setting. This is a better setting for improving patients' wellbeing and recovery than a hospital, and serves as a valuable demonstration for new models of integrated care.

Expanding supports for residents living with dementia

As we care for a growing number of people living with dementia, our Behavioural Support Transitional Unit ("BSTU") at Extencicare Rouge Valley in Scarborough, ON, helps residents manage responsive behaviours and improve their quality of life.

Team members at the 32-resident unit collaborate with residents and families to better understand each person's unique needs and engineer individualized care plans, delivered by a highly trained dementia care team. This specialized care and support is designed to enable residents to successfully transition to a standard long-term care home.

Not only do residents show improvements through the care model, but family members also experience improved satisfaction, engagement, and a sense of relief in knowing their loved ones are in a safe and nurturing environment.

Nadine, whose aunt is a resident in the BSTU at Extencicare Rouge Valley, says she appreciates the calming atmosphere of the 'neighbourhood-like' unit, and its benefits for residents who are living with dementia and other complex health conditions.

"I'm grateful that the BSTU exists and that there is a specialized workforce to care for my aunt," says Nadine. "What she does recognize is the warmth and the care of the individuals. The people who work in that unit are angels."

Unlocking the expertise of our social workers to better support residents

Entering long-term care is a big change for those we serve. Extencicare social workers support residents and their families through the admission process to effect a smooth transition. They provide a warm welcome and identify how best to help new residents feel at home from the start of this next chapter of their lives.

To increase the amount of time social workers can spend directly with residents, multiple homes in the Eastern Greater Toronto Area onboarded Registered Social Service Workers to work as Admissions Coordinators ("Acs"). These team members are focused on supporting residents during their pre-admission and admission transition into long-term care to prevent service delivery gaps.

Liane, an AC at Extencicare Oshawa underscored the value and purpose-driven fulfillment social work offers in long-term care:

"As soon as I saw the job posting for my current role, I was so excited I applied right away. The Social Work Project gives registered social service workers a huge opportunity. I absolutely love my job."

Insights from residents and families drive improvement

Each year we gather input from residents and families through our Resident and Family Experience Survey to help shape improvement plans for long-term care homes.

Our 2023 survey was carried out at all long-term care homes and included responses from approximately 73.1% of our resident population and 29.5% of families. Together, this feedback informs continuous improvement of our care and services.

Nearly 81% of residents who participated said they would recommend Extencicare. Other categories that received top scores from our residents include laundry cleaning and maintenance, continence care products, relationships with others and care services.

Across our network, all long-term care homes have received their survey results and will collaborate with team members, residents, and families to address the feedback and refine their customer service approach.

ParaMed Patient and Family Advisory Council improves collaboration

In its first full year of operation, ParaMed's Patient and Family Advisory Council ("PFAC") is helping to bring important patient and family voices to the table on key strategic decisions and policies that impact the care delivery experience.

Established in September 2022, the 12-member council includes patients and family member representatives from across jurisdictions served by ParaMed. Last year the council prioritized an awareness campaign to socialize the value of the council and expand membership. Further integrating PFAC's inclusion into our organizational culture is an important priority in the coming year.

[ParaMed Patient and Family Advisory Council co-chair Rita's involvement in the Council is propelled by love and devotion and a desire to play an active role in her mother's care.](#)

["Together with other council members, we work to positively influence the care experience of patients and families. There is a place on the council for anyone whose intent is genuine, whose participation is active, and who recognizes the value of being a part of the solution."](#)

ParaMed partnership reduces hospital stays

An innovative new partnership between ParaMed and Toronto Grace Health Centre ("TGHC") is helping clients transition from hospital to home more quickly, and once there, avoid readmissions.

TGHC provides care for individuals with multifaceted chronic diseases, including those who require Complex Continuing Care, Post Acute Care Rehabilitation, Palliative Care, and Integrated Transitional Services. The hospital's Remote Care Monitoring+ initiative combines in-person support delivered to clients by ParaMed's qualified care team along with monitoring technology that provides a direct virtual link to clinical teams at the hospital.

Since its launch in September 2023, the partnership has supported growing numbers of clients, including those who require continuous monitoring of their vital signs, those at risk of falls or wandering, or those who need assistance with necessities such as taking medications.

This partnership demonstrates the essential value of high-quality home health care in action by helping clients remain in their homes, where they want to be, and reducing capacity pressures within the broader health system.

PARTNERING TO SUPPORT OUR COMMUNITIES

Increasing dementia care and support

Extendicare is proud to have supported the Alzheimer Society of Canada for more than a decade.

Since 2013, we have raised approximately \$1.5 million to support the Alzheimer Society of Canada ("ASC"), a nationwide charitable health organization that supports people living with all forms of dementia including Alzheimer's disease, their families and caregivers.

Last summer, we were pleased to host our 10th annual Charity Golf Classic that raised \$200,000 in support of the ASC Research Program to improve quality of life for those living with dementia today and to find a cure for the future.

["We thank Extendicare for their support and look forward to our continued partnership and collaboration as we look to strengthen dementia care in Canada,"](#) said Jeannie Lasquinha, Vice President, Philanthropy, Alzheimer Society of Canada.

Supporting Muslims Achieving Excellence

In recognition of the cultural diversity of our team members and the many communities we serve, Extendicare supports the Muslims Achieving Excellence ("MAX") charitable organization. Our support has helped MAX to recognize and celebrate the excellent professional, educational and charitable contributions of Muslims in North America, and accelerate high achievement through academic and professional development. We will continue to support MAX in the year ahead.

COLLABORATION TO CREATE A STRONGER SENIORS' CARE SYSTEM

Supporting resident advocacy

Every Extendicare long-term care home in Ontario holds membership in the Ontario Association of Residents' Councils ("OARC"), which empowers residents in long-term care across the province to share their voice. Last year, we expanded our support of the OARC through sponsorship of their educational tools and resources, which help residents to understand their rights and provide valuable feedback on the experience at their home.

At a national level, Extendicare's Resident Experience Action Council for Homes ("REACH") brings together residents and family volunteers who provide insight and share experiences to enhance policies, programs, and projects for all Extendicare homes. REACH also provides an avenue for residents to use their talents and experience to benefit the sector as a whole. Members of REACH were consulted for their perspectives for our submission on the federal government's proposed Safe Long-Term Care Act.

Murray, President of the Extendicare Brampton Residents' Council and Co-Chair of REACH, successfully advocated for increased funding from the Ontario government to expand healthy menu options for long-term care residents province-wide, including a broader range of culturally inspired meals.

"We are grateful for (Ontario's) historic attention to the supports we need and deserve, that will make an impact on us every day," he said.

Informing government policy development and 'open-doors' tours for officials

We collaborate closely with government, public service, and sector partners in all regions where we operate. Through the year, we welcomed more than 40 government officials and policymakers to our locations for a range of tours and first-hand engagement opportunities with our teams and those we serve. By transparently opening our doors to people at all levels of government, we seek to educate and inform, and to orient political leaders and civil servants to the tangible experience of the people who live and work in long-term care and home health care.

In addition to visits and tours, we offered the opportunity for more first-hand experience and, in March, Jamie West, Member of Provincial Parliament for Sudbury, worked alongside our frontline team members to experience what it is like to work a shift in long-term care.

Strengthening our purchasing power to efficiently serve the system

As we create capacity to care for a growing number of Canadians, we are also strengthening our purchasing power through our SGP Purchasing Partner Network. Our client base expanded greatly in 2023, resulting in our services supporting more than 136,000 seniors and clients across Canada. Leveraging our purchasing power ensures we have access to the supplies our residents and clients need, while delivering cost savings that can be applied to frontline care.

OUR PEOPLE

Extendicare has some of the best care practitioners and support workers in Canada. On a daily basis they demonstrate the heart, commitment and dedication required to help people live with dignity and maximize their quality of life. Over the past year as we have grown and broadened our reach, we have taken action to enhance support for team members.

PRIORITIZING TEAM GROWTH AND DEVELOPMENT

Celebrating our national care champions

Three years ago, we launched our National Care Champion program to recognize team members who go above and beyond to support our mission of helping people live better.

All Care Champions are nominated for making extraordinary contributions. In 2023, we received a total of 417 nominations from families, residents and patients across ParaMed and Extendicare. Twenty-three nominees were selected as Care Champions and recognized with awards and a celebration with their peers.

Care Champion Jane, Personal Support Worker (“PSW”) from ParaMed Thunder Bay, ON, was recognized by her co-workers for her ability to make patients feel validated and appreciated.

“Jane is an amazing individual and co-worker. She makes every one of our clients feel heard, wanted and appreciated with her love and support towards them. She goes above and beyond to make sure their needs are always met. She is an amazing person to have on the ParaMed team, and I’m so proud to have her as a co-worker.”

Tishia, Dietary Aide, from Extendicare Hillcrest Place in Brandon, MB, was recognized by one of her coworkers.

“She always gives 100% and knows every resident’s dietary preference. Tishia always goes out of her way for residents in her care and makes dining a fun and enjoyable experience for everybody, each and every day.”

Investing in scholarships for children of Extendicare team members

In 2023, we awarded 15 scholarships of \$2,000 each to children of full-time or part-time team members from across our organization.

Our Livergant Scholarship is named after Extendicare Canada’s founder, Harold Livergant, who dedicated his life to improving the Canadian health-care system with a focus on long-term care. This scholarship is awarded to the children of Extendicare team members who are pursuing full-time, post-secondary education in health care. In 2023, we awarded scholarships to 10 worthy recipients.

Through our Bertrand Scholarship, we supported an additional five children of Extendicare team members last year to pursue post-secondary education at an accredited college or university.

Continued investment in nursing scholarship

To strengthen our teams and help our employees advance their careers, we support full and part-time team members who are pursuing a Practical Nursing diploma or Bachelor of Science degree in Nursing.

Each year, up to 25 team members are awarded a scholarship and reimbursed for tuition and school-related fees, such as course materials.

In 2023, we celebrated a milestone when six scholarship recipients completed their studies and were certified as nurses, enabling them to now work in an expanded capacity in Extendicare’s long-term care homes. Eleven new team members enrolled in the scholarship program for the 2023-2024 cohort. We look forward to their progress and continuing to support them every step of the way.

Mandy, an RPN at Extendicare Tri-Town, is a 2023 recipient of the Nursing Scholarship and is enrolled in the bridging RPN to Bachelor of Science in Nursing at Nipissing University in North Bay.

“I am honoured to care for seniors and be a part of their lives, and grateful to grow my career and lend my voice and expertise to a field that is so rewarding,” she says.

Maximizing learnings from our workforce

As part of our commitment to support the success of our team members, we solicit employee perspectives using an annual employee engagement survey to leverage their insights in decision-making.

Among the 2023 results, the survey found:

- 83% of team members are motivated to put forward their best effort at work;
- 70% of team members are satisfied with their job; and
- 83% of team members are committed to doing high-quality work.

Feedback will be used by leaders across the organization to develop employee experience action plans. We focus on enhancing communication with our team members and partnering with them to include them in decisions that impact their work.

Working with unions to create more full-time roles

We know that full-time roles are better for our staff and the people they care for by making scheduling more manageable and enhancing continuity of care for residents and clients. We have worked with our union partners to increase the number of full-time positions on our care teams.

This initiative creates new, full-time shifts with more scheduling flexibility for RPNs who wish to participate. The initiative began with five homes in 2022 and has now expanded to 15 homes, including locations in Kirkland Lake, London, Sault Ste. Marie and eastern Ontario.

In 2023, the project added 32 new full-time positions, increasing full-time positions to 78% of the RPN positions at participating homes, up from 55% before the program launched.

Extendicare Leadership Institute helps leaders increase their skills

Ensuring our team members are equipped with the tools they need is central to our goal to improve care, every day. This includes training and development to build the leadership and technical skills needed to best serve the people in our care.

In 2023, we launched the Extendicare Leadership Institute to prepare Extendicare leaders with the necessary knowledge, skills, and attitudes to be maximally effective. Participants in the seven-month program complete 14 courses covering a range of leadership topics. Participants also complete three major assignments as part of their course work.

EXPANDING OUR TEAMS TO HELP GROW CANADA'S HEALTH WORKFORCE

ParaMed Bridging Program helps Home Support Workers ("HSWs") grow careers

The number of seniors in Ontario will grow dramatically over the next five years. A recent study indicates that Ontario's home health care system will need to hire 6,800 new PSWs and thousands of other health care professionals by 2028 just to keep up.

At ParaMed, we are leaning in to meet this challenge. At every step in their tenure with us, we offer our team members training and opportunities to upgrade their credentials.

Building on our commitment to provide team members with opportunities to develop new skills, ParaMed supports HSWs in upgrading their qualifications to become PSWs. This bridging program is accredited by the Ontario Ministry of Education, in partnership with academic institutions. There is no cost to participate, and flexible programming over a period of eight months means team members can maintain their existing work schedules while they learn.

In 2023, 121 ParaMed team members enrolled in the program and are on their way to advancing their careers to become PSWs. We expect to increase enrollment in the year ahead as we welcome more college partners.

Getrude, an HSW in Windsor, ON, moved to Canada two years ago from Nigeria with a dream of pursuing work in health care. She is now enrolled in our bridging program and is sewing the seeds of a long-term career in community care.

"My strong desire to become a PSW stems from my passion for helping people overcome challenges. Being a certified PSW will allow me to make a significant difference in the lives of my patients and bring smiles to their faces. I eagerly anticipate my graduation. It symbolizes fulfillment of a lifelong dream."

Partnering with government to strengthen the long-term care workforce

In addition to investing in education to help our team members advance their skills, we are working in close partnership with governments to build up the health-care workforce.

Extendicare has a long-standing history of supporting internationally trained health-care workers through our sponsorship of various government programs. Our ongoing external partnerships and investments in settlement services for international health-care professionals provide support as newcomers adjust to living in Canada.

Through the federal government's Rural Northern Immigration Pilot, Extendicare has successfully recruited 65 new full-time Registered Nurses ("RNs"), RPNs Nurses and PSWs to work in long-term care homes in northern Ontario communities like Kirkland Lake, Timmins, Kapuskasing and Sudbury.

The program has helped mitigate regional workforce shortages by attracting qualified health care professionals who are new to Canada to join our teams. These team members play a valuable role in improving the continuity of care that we provide our residents.

Mac is an internationally educated nurse from the Philippines, who now works as an RPN at Extendicare Maple View in Sault Ste. Marie.

"I especially enjoy the continuity of care. Unlike in other healthcare settings where patient turnover is high, long-term care nurses get to know their residents' medical histories, routines, and preferences. It enables us to provide personalized and comprehensive care. Extendicare Maple View is so supportive in terms of our professional growth. Not only that, but they are also so open to helping us meet our goals in life for our nursing profession."

Nanette, an internationally educated nurse from the Philippines, also works as an RPN at Extendicare Maple View. She says her role with Extendicare has opened a door to new career opportunities:

"It is my passion because I grew up living with, and caring for, my grandmother. There are a lot of opportunities in Canada, to follow my dream of caring for seniors. I love what I do every day."

Student mentorship in long-term care

The Preceptor Resources and Education Program provides Ontario long-term care homes with online education and mentoring to equip them with the necessary skills to support positive and successful clinical placements and build capacity for student mentorship.

Extendicare has provided placements to more than 2,000 students since the inception of the preceptorship program in 2021. We continue to work closely with government partners on opportunities to expand learning partnerships.

Helping learners, employers connect

For more than 15 years, ParaMed has provided a first-of-its-kind service to help university and college students connect to work placements with employers in health care and other sectors. Through our one-stop placement portal, Placement Pass, we make it easy for employers, colleges, and universities to confirm the qualifications of students and clear them for work with a portal that is fast, simple and secure and backed by the clinical expertise of our network.

In 2023, we worked to expand the reach of the program to students in more sectors, adding to the 200,000 students who have already been cleared for work through the portal.

OUR COMMUNITIES

New long-term care homes needed to meet the demographic challenge

The population of aging Canadians is growing rapidly, leading the Conference Board of Canada to estimate the country will need 200,000 new long-term care beds by 2035. To meet this challenge, it will take concerted action from many care providers to build the new capacity required.

Extendicare remains fully committed to doing its part to expand long-term care with new homes that will last for generations to come. Our development team has been busy over the past year helping add capacity for the growing numbers of seniors on waitlists for long-term care, including the more than 46,000 Ontarians who are awaiting placement.

During 2023, we broke ground on three new homes comprising 832 new beds in Peterborough and the Ottawa area. Construction continues on projects in Stittsville and Kingston, and we recently opened a new 256 bed home in Sudbury to rave reviews. Together, these six projects will replace 1,377 outdated Class C long-term care beds with 1,536 new beds in Ontario.

We continue to advance the balance of our redevelopment portfolio to replace our older homes and expand capacity for those awaiting long-term care.

As older homes are replaced, existing properties and buildings are repurposed for community housing needs

As new homes begin operations, vacated sites are made available for sale, creating valuable opportunities for communities to repurpose these facilities to address critical housing needs.

In Kingston, the city has purchased our existing LTC site to be used for transitional, supportive housing. In Sudbury, the vacated home has been made available for purchase by a partner who has plans to offer local student housing.

In many cases, our current buildings have been beloved homes to members of the community for several decades. As we continue to invest in modern new homes for seniors, we are pleased that our existing sites will take on new life, and continue to serve those local communities, for years to come.

Green design features

As we replace our older long-term care homes, our new designs incorporate measures to reduce our environmental footprint. Our new buildings include the following energy-saving initiatives:

- Low flow toilets
- Heat recovery mechanical units
- Ozone friendly refrigeration units and air conditioners
- High insulation values in walls and roofs
- Energy monitoring
- Occupancy sensors for lighting in service rooms and areas
- Operable windows in all resident areas to provide natural ventilation
- Variable air flow systems in all non-resident areas for energy conservation
- On-site bike parking

We are also investing in energy-efficient retrofits to existing homes, including replacing lighting with LED fixtures and installing high-efficiency boilers.

An independent board committed to transparency

As a leading provider of seniors' care, we value trust and transparency. We are committed to open disclosure, a strong, independent board of directors and the delivery of quality services. Our Board comprises nine directors, eight of whom are independent including the Chair of the Board.

Diversity is a source of strength

The diversity of our workforce – from caregivers on the frontline to administrative leaders in our head office and directors at our board table – is at the core of what makes us so effective at caring for Canadians from diverse backgrounds across the country.

A major focus at Extencicare is the advancement of women on our team and providing opportunity for individuals who come from a wide array of diverse backgrounds. Professional development, coaching and internal promotion is integral to the development and strength of our leadership team. We consider many factors, including skills and experience — both lived and professional — when recruiting and promoting senior leadership.

Extencicare uses a mix of formal and informal policies and practices, including a Diversity Policy and Business Conduct Policy, to promote a diverse workforce. Our Statement of Governance Practices is updated annually to ensure our efforts are consistent with best practice and reflect the needs of the organization.

The Board has a formal policy that requires that female directors comprise at least 30% of its members. Currently, three of Extencicare's nine Board Directors (33%) are women.

Over the past year, Extencicare has increased the number of women in executive roles (Vice President and above) by 13 percentage points compared to the end of 2022. Women now hold 60% of executive roles.

While there is still more work to do, it is a priority across Extendicare to identify and eliminate barriers that prevent women and people from diverse backgrounds from achieving roles in senior management. We continue to build on our efforts towards a diverse and inclusive leadership team, whose broad backgrounds and lived experiences are applied in the service of our 22,000 team members and the residents, clients and patients in their care.

As we seek new ways to evolve and improve, we guide our team to develop awareness and best practice around diversity, equity, and inclusion. Among these initiatives, we have established Employee Resource Groups to provide a supportive community for team members who share common backgrounds, identities and interests, enabling them to build relationships with other colleagues with similar experiences.

For the third consecutive year, Extendicare has been recognized on the [Globe and Mail's Women Lead Here 2023 list](#), for representation of women in leadership roles. Whether they provide compassionate support to residents in our long-term care homes, connect patients in the community with essential home health care, or serve in an executive role, women lead at every level of the Extendicare and ParaMed organizations.

Nurturing cultural connections in our long-term care communities

Our dedicated teams create a nurturing and inviting environment that resonates with our residents, and embraces the many different cultures present in our long-term care communities.

Team members at our long-term care homes adapt resident programs and engagement initiatives throughout the year to honor the varied cultural backgrounds of residents living in each home. This involves customizing meals, organizing holiday festivities, and planning religious activities to create an environment where every resident feels a sense of belonging and familiarity.

Last fall, Heritage Lodge in Winnipeg, MB, held a spiritual ceremony for residents led by an Indigenous leader who provides services to the home each month. The ceremony included smudging, a prayer and a jingle dress dance for healing in honour of the National Day of Truth and Reconciliation.

"At Heritage Lodge, we encourage our team members to connect with local Indigenous leaders, educate themselves on the past and present challenges Indigenous people face, and make a personal commitment to take action in the spirit of truth and reconciliation," says Rebecca, Recreation Manager at the home.

Health care expertise is fundamental in the governance of Extendicare

Our commitment to deliver quality care starts with the senior leadership of the organization. Members of our Board and senior management team bring deep experience as leaders from health care organizations in the life sciences, nursing, medicine, and pharmaceutical sectors, which has been and will continue to be instrumental in developing a clear vision for the organization, including:

- Dr. Michael Guerriere, President and CEO of Extendicare since 2018, brings nearly three decades of expertise in medicine and health-care operations and technology to his role. A physician with specialty training in internal medicine, he has 10 years of hospital operations experience, including as Executive Vice President and Chief Operating Officer at the University Health Network. He also serves as Chair of the Healthcare and Life Sciences Advisory Board at the Rotman School of Management, University of Toronto. He is an Adjunct Faculty member at the Institute of Health Policy, Measurement & Evaluation, Faculty of Medicine, University of Toronto.
- Board Chair Alan Torrie has led many health care organizations during his career, including as President and CEO of Morneau Shepell Inc. (a predecessor of LifeWorks Inc.), COO of Retirement Residences REIT (a predecessor of Revera Inc.), President of Medical Diagnostic Laboratories, and President and CEO of Joseph Brant Hospital. He also served as Chair of the Board of Trillium Health Partners and currently chairs the board of Green Shield Canada.
- Board Director Samir Manji has over 25 years of experience in real estate and seniors' housing. Mr. Manji was the founder, Chairman and CEO of Amica Mature Lifestyles Inc. ("Amica"), a TSX-listed company from 1997 until its sale to the Ontario Teachers' Pension Plan in 2015. Mr. Manji is widely credited with building Amica into the premier high-end independent living brand it is today.
- Board Director Norma Beauchamp has 25 years' experience as a senior executive in the pharmaceutical industry. Ms. Beauchamp serves as a council member of the National Research Council of Canada where it supports the Aging in Place Challenge program. She served as CEO of Cystic Fibrosis Canada and also served on the boards of Ontario Caregivers Organization and ALS Canada.
- Board Director Donna Kingelin is an RN and former Chief Operating Officer of Revera. She chaired the Board of Lakeridge Health and currently sits on the Board of Pallium Canada, a national, non-profit organization that aims to improve the quality and accessibility of palliative care in Canada.

Fostering ethical operations

Our Code of Business Conduct guides ethical operations across our organization by providing rigorous policies that address:

- Conflicts of Interest
- Privacy and Confidentiality
- Workplace Harassment and Discrimination
- Fair Dealing
- Compliance with Laws, Rules and Regulations

The policy encourages all team members to report any violations or potential violations.

Strengthening accountability tools

Our Whistleblower program increases accountability and the commitment to meet the expectations of the people we employ, serve and care for. We are committed to investigating every concern brought to our attention about potential wrongdoing responsibly, openly, and professionally.

Our Whistleblower program provides confidential and anonymous channels for team members, residents, clients, families, and other community stakeholders to share concerns with us regarding:

- Potential violations of any company policies or laws and regulations
- Health and safety and resident/client/patient care
- Accounting, internal controls or audit matters
- Potential violations of our Code of Business Conduct

Our team responds quickly to any concern submitted, engages in an independent investigation if needed, and works directly with teams to provide tools for expedited resolution.

Last year we used the standard of excellence employed in our Whistleblower investigations as a model to create a similar standard of excellence for workplace investigations across the organization. We track all workplace investigations in a confidential, secure, third-party platform to ensure they meet the highest standard. In 2024, this program will expand as we train more operations team members to complete investigations that are timely, comprehensive and fair.

Looking ahead

This ESG Insights report highlights actions undertaken across the company over the past year to ensure organizational performance at the highest level to position us to meet the growing demand as more Canadians turn to long-term care and home health care for support.

Our approach is focused on people, driven by our commitment to improve our care programs, for those we serve and the sector in which we operate, and to meet the increasing needs of those who will need our care for years to come.

Our commitment to Extendicare's ESG journey is a priority for the Board and the senior leadership team and is an integral part of our governance ethos. We look forward to sharing updates on our progress next year.

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