

Environmental, Social and Governance Insights

2024

Helping people
live better



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Our Mission



OUR MISSION

Message from CEO Dr. Michael Guerriere



Our Mission: To provide people with the care they need, wherever they call home

I am pleased to share Extendicare’s fourth annual report on Environmental, Social and Governance (“ESG”) Insights which highlights achievements across our organization in support of our central purpose of **helping people live better**.

In 2024, we renewed our Mission, Vision and Values, which not only drives how we provide care to a growing number of seniors, but also steers our continued ESG journey. Our refreshed Mission, Vision and Values reflect the input of hundreds of people – team members, partners, residents, patients, and family members of those in our care – who shared ideas and feedback through a broad engagement process. Beyond our foundational purpose of helping people live better, our Mission, Vision and Values get at the heart of how our team does just that.

Our mission – to provide people with the care they need, wherever they call home – is at the core of everything we do. It is in the forefront of our minds every day as we provide care to residents through Canada’s largest network of more than 100 long-term care homes and through the home

care services we provide to more than 120,000 people in their communities across the country. It focuses our commitment to continually improve the care we deliver and to actively meet growing demand as more people turn to long-term care and home care to support them as they age. This mission also underpins our approach to ESG-conscious practices.

Throughout this report, you will see references to our refreshed Mission, Vision and Values, along with examples that show how we are putting these principles into action through ESG initiatives across our organization — from how we design new long-term care homes as we expand capacity to increase access to care, to how we invest in team training and growth, and how we continuously improve the quality of care and services we provide.

Our 2024 ESG Insights report was overseen by the Human Resources, Governance and Sustainability Committee of our Board of Directors (the “Board”), with ongoing support and engagement from the rest of the Board and management.

The aging population in Canada is a demographic reality that we all must be prepared to address and support. At Extendicare, we make a significant impact to support the broader health system and help thousands of people live better.

I am proud of the steady progress our dedicated and highly qualified 24,000-person team is making to amplify our ESG impact and live our values.

Sincerely,

A handwritten signature in black ink that reads "Michael Guerriere". The signature is written in a cursive, professional style.

Dr. Michael Guerriere
President and CEO

Through broad consultation with our communities,
we renewed our Mission, Vision and Values



Our Mission

To provide people with the care they need,
wherever they call home.



Our Vision

Everyone in Canada has access to the care and
support they need to live their best lives.



Our Values

We embrace every person for the individual they are.

We care for each person as we would our own family.

We collaborate with others because we achieve more together.

We are relentless in our efforts to improve.

We respect the resources entrusted to us.

Our Vision



OUR VISION

Everyone in Canada has access to the care and support they need to live their best lives

Increasing access to care

Achieving our vision that everyone in Canada has access to the care and support they need to live their best lives requires us to evolve and grow with the communities we serve.

Across the country, the population of aging Canadians is growing rapidly. People are living longer and, as they do, their care needs for increasingly complex health conditions continue to mount, putting increased pressure on the health-care system on which they rely.

Every year, the number of Canadian seniors aged 85 and above grows by more than 4%. At the same time, the proportion of the population paying taxes to support our health system is shrinking. Without action, this will constrain capacity for growth and limit access to care at a time when we need more.

Extendicare, one of the country's largest providers of long-term care and home health care, is proud to be a part of the solution through relentless action to keep pace with this increasing demand and build capacity to ensure Canadians can access the care they need, wherever they call home.

More home care to better support the health system

A strong home health care sector plays an essential role in freeing up hospital capacity, reducing unnecessary visits to emergency departments, and preventing hospital readmissions. It also provides quality care where people are most comfortable — in their homes and close to their families — and delays transition into long-term care until care needs become more complex.

We continue to build capacity to deliver home care services to a growing number of people who want to remain in the comfort of their own homes and communities, and, in 2024, ParaMed, Extendicare's home health care division, recorded another year of double-digit growth.

Following 10% growth in client visits in 2023, we expanded our reach at the same pace in 2024 and delivered a total of 11 million hours of home health care — one million more care visits over the previous year, representing a further increase of 10%.

We grew our team by more than 1,000 new members, launched nursing services in Nova Scotia, and continued to deliver high quality care in Ontario and Alberta. We are proud of this significant increase to better support Canadians in their homes and alleviate pressures on the health system.

Canadians aged

85+

will double by 2036
and triple by 2051

According to the
Conference Board of
Canada,

200K

new long-term care
beds will be needed
by 2035

11M

hours of home health
care in 2024

10%

increase in
home care YoY



Our Values



VALUE

We care for each person as we would our own family

Quality care at our core

Caring for others as we would for our own family demands that we continually strive to adhere to the highest quality standards.

Extendicare measures and monitors our quality initiatives using quality data indicators that drive meaningful conversations and action at each home in our relentless efforts to improve quality of care.

Extendicare and ParaMed continually seek third-party accreditation evaluations to drive care improvements for the people we serve.



Accreditation is an independent, voluntary process that assesses health care and social service organizations against standards of excellence, identifying what is being done well and what needs to be improved.

As we prepare for further review cycles in 2026, we continue to integrate accreditation standards into our operations, ensuring all of our homes meet or exceed evidence-based best practice standards to strengthen the care we provide and foster a culture of quality and safety.

Compassionate end-of-life care in partnership with patients, residents, and families

For many seniors, long-term care may be their final home. Our teams are honoured to collaborate with residents and families to tailor their care plans to compassionately prepare for end-of-life, based on each resident's individualized needs.

We provide palliative care training to our interdisciplinary teams at Extendicare and ParaMed, in partnership with Pallium Canada, which enables high-quality clinical, spiritual, and emotional palliative care for our residents and patients. Additionally, all Extendicare homes offer family caregiver education on palliative care, provided at no cost through the CARERS course and in collaboration with Pallium.

ParaMed is a recognized leader in end-of-life care, with expertise in clinical best practices and more than 117,000 palliative nursing visits in 2024 in Ontario.

Extendicare Hamilton Medical Director named Ontario Long-Term Care Physician of the Year

Every day, Dr. Irene Tuttle, Medical Director at Extendicare Hamilton, helps people live better. In 2024, her exemplary patient care, knowledge, and passion to improve care quality earned her recognition as the Ontario Long-Term Care Clinicians' Physician of the Year.

“Where people live is important. Making sure our residents get to live in a home and are part of a place with a happy atmosphere is important. This is their home and that matters. Each resident is important. Every person that chooses to work here is important. We spend a lot of time here together and the way we all treat each other makes a difference.”

Dr. Tuttle, Medical Director at Extendicare Hamilton since its doors opened in 1999



We care for each person as we would our own family



Personalized care for residents living with dementia

Extencicare’s person-centred approach to dementia care fosters meaningful relationships and promotes independence to enhance each resident’s quality of life. Our Behavioural Support Transitional Units (BSTUs) are specially designed care environments that provide a holistic and individualized approach to support residents living with dementia. Their focus goes beyond simply managing responsive behaviours and extends to recognizing residents’ unique experiences and needs with the goal of successfully transitioning to a standard long-term care home.

The highly trained dementia care teams of our BSTUs at Extencicare Rouge Valley in Scarborough, Ontario (a 32-resident unit) and Extencicare McGarrell Place in London, Ontario (a 29-resident unit), cultivate collaboration with residents and families to understand and support the needs of those living with dementia. They develop personalized care plans that nurture a sense of identity and belonging. Interdisciplinary care teams also use technology, such as virtual reality, to enhance resident engagement and wellbeing.

“I see a difference in my sister when I visit her. She is more calm and less agitated and aggressive. My sister will always be my sister — dancing, singing, smiling, and laughing.”

Family member

Through this care model, residents have shown improvements and effective stabilization of responsive behaviours related to dementia. The support of our specialized teams in the BSTU environment fosters personalized and compassionate care, improving family engagement and satisfaction.



Interdisciplinary care leads to improved quality of life at Extencicare Medex

Teamwork, determination, and quality care helped a resident at an Extencicare home in Ottawa get back on his feet after a long, painful battle with diabetic foot ulcers.

When Doug moved into Extencicare Medex, severe pain from ulcers on his feet limited his mobility and left him unable to walk independently.

Thanks to the dedication and clinical excellence of the care team at Extencicare Medex who supported Doug’s hard work — which included nursing staff, wound care specialists, support workers, dietitians, physiotherapists, and physicians — he regained his strength and his pained eased.

Doug’s journey to independence included consultations with a chiropodist every three weeks, special dressings to heal the initial wounds, and daily care from team members in the home. Once the wounds healed, the physiotherapy team became the key to getting Doug up and moving to promote further healing.



As he continues to build strength and stamina, Doug is expected to become fully independent with the support of a mobility device. His recovery is a point of pride for the team who know how much effort Doug put into this journey towards a better quality of life.

VALUE

We are relentless in our efforts to improve

National care quality programs support ongoing improvements across our homes

Our approach to quality care is driven by a culture of continuous improvement. We continually evolve our practices, identify process gaps, and strengthen our services. We set standards that meet or exceed those of Accreditation Canada and measure our results against goals that intentionally exceed the Canadian Institute for Health Information’s national benchmarks.

The Extendicare Quality Framework guides our homes’ efforts to reach the highest possible standards in quality of life, safety, resident engagement, and regulatory compliance.

Across our organization, we measure and monitor our quality initiatives using real-time data and apply it to meaningful action at each home and in our home health care services. If an error occurs, we analyze its root causes and improve processes to limit the risk of recurrence.

Ongoing investments in team training for both long-term care and home health care staff

We work hard to support, train, retain, and recruit qualified, compassionate team members who work together to provide quality care for residents and patients. We know that strong interdisciplinary teams are essential to the delivery of quality care and we foster a culture of collaboration to contribute coordinated expertise in executing resident and patient care plans.

In 2024, we continued to support team members in best-practice sharing, scenario analysis, and skills training through expanded quality labs, compliance labs, risk webinars, emergency preparedness drills, and specialized expertise-building programs.

A growing number of our team members have received specialized skin and wound training through the Skin Wellness Associated Nurse (SWAN) and Nurses Specialized in Wound, Ostomy and Continence Canada (NSWOCC) programs. In early 2025, we expect an additional 17 team members to complete specialized skin and wound care training, deepening the expertise they bring to their teams and enabling better outcomes for residents.

ParaMed increases training through Skills Labs

We expanded our Skills Labs curriculum in 2024 by adding three more hands-on modules for team members to sharpen their skills and expand their knowledge. Each lab now offers 15 different modules, with training required for all new hires and tailored to each role.

In a recent staff survey, participants reported that the Skills Labs strengthened their skills competence:

70%+

of personal support worker (“PSW”) and home support worker (“HSW”) participants rated their skill level as ‘advanced/expert’ after completing Skills Lab training.

80%+

of Nursing participants reporting having a ‘good/excellent’ experience with the Skills Labs.



We are relentless in our efforts to improve

Reducing antipsychotic medication use

Extendicare has established itself as a leader in medication safety through a targeted program that carefully reduces the inappropriate use of antipsychotic medications.

A recent Extendicare-led study authored by Dr. Matthew Morgan, our Chief Medical Officer, and Dr. Ahmed Vanker, Senior Manager of Physician Engagement, published in the Journal of the American Medical Directors Association, underscores how our interdisciplinary teams collaborated with residents and their families to advance medication safety and improve quality of life.

The study highlighted the overwhelming success of an Extendicare medication safety initiative that reduced antipsychotic medication use by more than 40% on average among residents in participating long-term care homes.

Individualized care plans, strong data sharing partnerships, and a successful deprescribing program have been key to our success.

40%+
reduction in use of anti-psychotic medication



STRENGTHENED MEDICATION SAFETY

“We want to ensure that our residents are not on antipsychotic medication if it is not required. Our goal is to decrease antipsychotic use in our long-term care homes with regular, evidence-based reviews of personalized care plans, and collaboration between our clinical team and families, to ensure resident safety and high-quality care.”

Dr. Matthew Morgan, Chief Medical Officer

Innovative partnerships support the health-care system

ParaMed is helping Ontario create innovative new ways to ensure people can access the home care services they need through two Ontario Health Team leading practice projects.

Our partnership with the Guelph Wellington Ontario Health Team streamlines the referral process to help patients access home care and primary care services more seamlessly. This collaborative approach aims to ensure patients receive more timely, appropriate care right at home, reducing emergency department visits and hospitalizations.

We have also partnered with the Chatham Kent Ontario Health Team to pilot a new model of integrated palliative care services. Every year, ParaMed care professionals apply their expertise and compassion to support patients and families receiving palliative care in their homes. We are honoured to collaborate with Chatham Kent Ontario Health Team to enhance the patient and family experience.

Partnering with residents

The voices of long-term care residents and their family members provide critical guidance to us as we make changes to improve care within individual homes and across the organization.

Extendicare’s Resident Experience Action Council for Homes, known as REACH, brings together residents and family volunteers who provide their insight and experience to help enhance policies, programs, and projects at all Extendicare homes.

“This opportunity has encouraged me to reflect on what truly matters to me in my long-term care journey. I appreciate the team for having the compassion to initiate this forum to involve residents in the process of updating and reviewing policies.”

Dickie, a resident partner with REACH who lives in Windsor, ON

Residents provide food for thought on daily menus

Pleasurable dining is an important component of resident quality of life. We regularly seek resident feedback in our ongoing work to enhance dining experiences.

Many Extendicare long-term care homes hold seasonal menu tasting events, where residents and family members preview upcoming menu options, choose which ones they like, and offer feedback on the dishes before they are included in a six-month rotation. We also leverage technologies such as MealSuite, an all-in-one food service software, to facilitate resident choice and improve the dining experience across all our homes.



We are relentless in our efforts to improve

Resident experience survey shapes improvements

Performance monitoring is essential to our relentless efforts to improve. Our annual Resident and Family Experience Survey is an important tool for measuring satisfaction and determining where to focus improvements in the year ahead.

Our 2024 survey was carried out at all of our long-term care homes, with responses from over 90% of our residents (up from 86% in 2023) and over 46% of families (up from 38.3% in 2023).

79% of residents and 80.2% of families who participated said they would recommend Extencare. Other categories that received top scores from our residents include laundry, cleaning and maintenance, relationships with others, and care services.

Each year, all long-term care homes share their survey results and collaborate with team members, residents, and families to address feedback and make improvements.



79%
of residents
would recommend
Extencare to others

80.2%
of families
would recommend
Extencare to others

ParaMed survey collects feedback to inform change

Like our long-term care homes, ParaMed relies on feedback from patients and family members to better understand how we can improve their experiences with our care and services.

In 2024, we surveyed over 1,000 patients and family members, with 95% of respondents indicating they would recommend ParaMed to their families and friends. In 2025, we plan to significantly expand the survey to gather more comprehensive data and offer a digital response option to expand its reach.

The insights gathered will guide decision-making for programs, processes, and service offerings.

ParaMed Patient and Family Advisory Council provides strong voice

ParaMed's Patient and Family Advisory Council (PFAC) continues to grow and contribute important perspectives on how to improve the care we provide.

In 2024, the 14-member council provided valuable input on patient-centred care through its contributions to various initiatives. They advised on our Mission, Vision and Values, the more patient-friendly wording of ParaMed's Welcome Call Script for new patients, and the launch of automated clinic appointment reminders. Their efforts are delivering results: we now have fewer clinic appointment cancellations, improved communication with new patients, and a more patient-friendly scheduling process.

Our member roster for 2024-25 includes new members from Nova Scotia, who join their counterparts from Ontario and Alberta to provide perspective from each jurisdiction in which we operate.

Boosting purchasing power to serve the senior living sector nationwide

Strengthening our purchasing power through group purchasing ensures that seniors care providers supported by Extencare's SGP Purchasing Network ("SGP") have access to the supplies and equipment they need to provide high-quality care at the lowest possible cost.

In 2024, SGP continued to expand its membership and, as of year-end, provided purchasing services to more than 146,300 beds across the country — an increase of 7.4% over the previous year.

Organic growth in beds serviced by SGP increased by 7.4% year-over-year in 2024, reaching 146,300 beds nationwide

We are relentless in our efforts to improve

Building for the future

2024 was a busy year for our ambitious agenda to rebuild every older long-term care home in our network. We celebrated the opening of Countryside in Sudbury, Ontario, a 256-bed home, and Limestone Ridge in Kingston, Ontario, which has 192 beds. Early in 2025, we opened Crossing Bridge in Stittsville, located in the Ottawa region, with 256 beds. We also broke ground on three new long-term care homes in St. Catharines, Port Stanley, and London, which will add a total of 576 new beds to replace 382 outdated beds.

Our partnership with the independent Canadian investment firm Axium Infrastructure (“Axium”) supports our efforts to build new homes to increase system capacity and improve resident quality of life. As part of our strategy, each new project is owned by a joint venture with Axium, with Extendicare retaining a 15% managed interest. This arrangement is a major source of capital, which we use to advance more redevelopment projects. Once built, Extendicare provides managed services to the homes in the joint venture, delivering care of the highest quality standards.

In addition to the projects in St. Catharines, Port Stanley and London, three more homes are actively under construction, which will bring a total of 1,408 new beds into operation, replacing 1,097 Class C beds. Combined with our newly opened homes, we have redeveloped nine long-term care homes to date, adding 2,112 new or upgraded beds to the system. As progress continues, we look forward to welcoming more residents to their new homes and providing the care and support they need to live their best lives.



Nine redevelopment projects in Ontario to date, representing 2,112 new or upgraded beds

New homes reduce environmental impact

Our new long-term care homes share common design features focused on environmental sustainability, including:

- Low-flow toilets
- Energy-efficient fixtures
- 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 for natural ventilation and light
- Variable air flow systems in all non-resident areas for energy conservation
- On-site bike parking

All new long-term care homes undergo energy modelling to predict energy consumption and ensure peak performance.

Conscious supply chain practices



Wherever possible, we consider environmental sustainability factors as our group purchasing network, SGP, adds suppliers and products to our supply chain.

Vendors in our network hold certifications with numerous programs aimed at fostering environmental sustainability. Prioritizing organizations and products that protect the environment helps us all contribute to a healthier planet and a healthier population.



We are relentless in our efforts to improve

Embracing diversity to improve care

We work to create environments where everyone feels valued, empowered, and included. We are proud to honour the diverse identities, cultures, and experiences of each resident and patient in our care, as well as those of every team member.

We strive to reflect the diversity of our communities through the diversity of our workforce — from caregivers on the frontline to leaders in our head office and directors at our Board table. We have a formal policy requiring that female directors comprise at least 30% of the Board. Currently, four of Extencicare’s nine Board members (44%) are women.

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

Over the past year, we have taken action to strengthen our diversity, equity and inclusion (“DEI”) strategy to ensure we attract a diverse workforce and support inclusion, including for Indigenous team members.

In 2024, we:

- Enabled voluntary cultural self-identification for team members;
- Reviewed our existing cultural awareness training for opportunities to improve, and included team members from traditionally marginalized populations in the development of new initiatives;
- Collected self-reported experience data on inclusivity in the workplace from our team members; and
- Equipped senior leaders with access to DEI employee satisfaction metrics to further our efforts.

In the year ahead, we will continue to build a culture that reflects the diverse communities we serve and fosters inclusivity across our organization.

Introducing Indigenous cultural safety training

Indigenous cultural safety training aims to create environments in which Indigenous residents and patients feel respected, understood, and safe in expressing their identities and receiving care.

We are taking steps to better equip operations leaders across Extencicare and ParaMed with training to ensure they provide care and programming that respects and supports Indigenous cultures.

In the coming year, we will launch new cultural safety training programs to enhance our ability to provide culturally-sensitive care for Indigenous residents and patients.

Our teams provide input on their DEI experiences

Team members rated their satisfaction with the organization’s efforts to support DEI at

7.8/10

Team members rated feeling valued as

7.9/10

placing us in the **top 25%** of health care organizations according to Peakon Employee Voice benchmarks

Globe and Mail names Extencicare to 2025 Women Lead Here list



For the fourth consecutive year, Extencicare has been recognized on The Globe and Mail Women Lead Here list, an annual benchmark measuring representation of women in executive leadership positions among the 500 largest companies in Canada. Every day, women leaders across our organization apply their expertise to deliver on our mission to provide high-quality care to those we serve, wherever they call home.





VALUE

We embrace every person for the individual they are

Our 24,000 dedicated team members across Canada are the driving force behind Extendicare. Every day, we rely on their dedication, commitment, and compassion to deliver on our mission of providing people the care they need. As we evolve and grow, we continue to look for more opportunities to support our teams and celebrate them for the impact they make across our organization and in the lives of our residents, patients, and families.

National Care Champions making an impact

Our National Care Champion program, launched in 2021, recognizes team members who go above and beyond to support our purpose of helping people live better.

Care Champions are nominated for their extraordinary contributions. In 2024, we received 456 nominations from families, residents, patients, clients, and team members across ParaMed and Extendicare. From these, 40 nominees — 24 from long-term care and 16 from ParaMed — were selected as Care Champions and honoured with awards and a celebration with their peers.

“Clients always inform me that she is such a joy to have in their home as she is so positive and a hard worker. A client recently had a poor experience while in hospital, for six weeks. After her first visit from ParaMed with Janet, she was over the moon with compliments.”

ParaMed Care Champion Janet, a PSW from Lindsay, Ontario, was recognized by one of her co-workers

Annual organization-wide survey results demonstrate increased employee engagement

As part of our commitment to support the success of our team members, we seek anonymous feedback using an annual employee engagement survey. The perspectives we gather through the survey inform our actions to enhance our team’s workplace experience.

In the 2024 survey, overall engagement scores reported by team members increased by 0.6 points compared to the 2023 survey. The feedback and insights we receive each year are invaluable in shaping the work experience at Extendicare and ParaMed.

8.5/10

“I am motivated to put my best efforts into my work”

8.6/10

“I know how I am expected to contribute at work”



We embrace every person for the individual they are



Living classroom educates new PSWs

In partnership with Medix College in Northern Ontario, the Living Classroom Program at Extendicare Kirkland Lake and Extendicare Timmins welcomed their first cohort of students. These students are gaining hands-on education and experience to become PSWs in long-term care.

Students in the 27-week program participate in online learning, experiential learning, a three-day “bootcamp”, and a seven-week externship. Six students are on track to graduate from the program in spring 2025, as we prepare to welcome a second cohort to our Living Classroom. Both homes hope to welcome these graduates to their teams as full-time PSWs.

Extendicare leadership institute makes bigger impact

Following its successful inaugural year in 2023, we expanded the Extendicare Leadership Institute to further equip our team members with the leadership and technical skills needed to enhance the care we provide to a growing number of people across Canada.

In addition to our Extendicare Leadership Institute curriculum, we offer programming for managers on management fundamentals. 18 leaders graduated from the leadership program, while 19 graduates completed the management fundamentals curriculum.

Continued investment in nursing scholarship

We continue to invest in our team members, providing the support they need to further their education and realize their calling in seniors’ care.

We offer scholarship support to full-time and part-time team members pursuing a Practical Nursing diploma or a Bachelor of Science degree in Nursing. Each year, a new cohort of scholarship recipients is reimbursed for tuition and school-related fees, such as course materials.

In 2024, we awarded nursing scholarships to 10 team members, helping them increase their knowledge and put it to great use in caring for our residents.

Supporting children of team members to reach education goals

Last year, 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, named after Extendicare Canada’s founder Harold Livergant, honours his dedication 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 pursuing full-time post-secondary education in health care. In 2024, we awarded scholarships to 10 worthy recipients.

Additionally, through our Bertrand Scholarship, we supported an additional five children of Extendicare team members in their pursuit of post-secondary education at accredited colleges and universities.

Growing Canada’s health-care workforce

As we work to meet the growing demand for seniors’ care in the years ahead by building capacity, expanding our team, and improving the care we provide, we are also contributing to the development of the health workforce for the benefit of the broader health-care system in Canada.

In addition to investing in education for team members in long-term care and home care services, we are collaborating closely with governments, post-secondary institutions, and health care stakeholders to grow the health-care workforce. Each year, thousands of college students complete part of

their clinical training in our homes and district offices. We are proud to contribute to their training, and many of these new graduates start their careers with us.

Preceptor Resource and Education Program (PREP) supports placement of more students in roles in our Ontario homes

PREP is designed to support preceptors in our homes across Ontario. The program helps homes accommodate PSW, Nursing, and Internationally Educated Nurses (IEN) students for their clinical placements. Funding is used to build or expand homes’ placement programs, backfill preceptors while they support students in their placement, and provides online education modules for preceptors. In 2024, PREP enabled us to provide clinical placements for more than 2,800 students at our homes across Ontario.



We embrace every person for the individual they are

Helping frontline workers pursue higher education

As a founding member, Extencicare is pleased to continue supporting the Senior Living CaRES Fund. In 2024, we contributed an additional \$20,000 in support of the fund's work to provide educational bursaries to seniors' living sector workers across Canada to help further their career development and cultivate a strong workforce nationwide.

Since its inception in 2020, the fund has provided more than \$3,000,000 in support to senior living sector workers, including bursaries for relevant post-secondary education opportunities and specialized programs to advance their careers.

More than 100 Extencicare team members have benefitted from these supports to date. Abby, a team member at Extencicare St. Paul in Alberta, received a bursary in the final year of her Bachelor of Arts degree at MacEwan University before pursuing a graduate degree in Speech Language Pathology. Abby credits the Seniors Living CaRES Fund with helping her complete her final year of university and looks forward to advancing her knowledge of swallowing disorders, which affect some long-term care residents.

Since its inception in 2020, the fund has provided more than \$3,000,000 in supports to senior living sector workers

Increasing nursing expertise with Canadian Nurses Foundation

Extencicare has proudly supported the Canadian Nurses Foundation for over 45 years by investing in scholarships and bursaries for nurses and nursing students. The Extencicare Scholarship in Gerontology is open to nurses from health care organizations across the country who intend to practice, teach, or research in gerontology and long-term care, while the Extencicare Nurse Practitioner Scholarship is available to those focusing on long-term care.

To date, more than 40 recipients have been awarded these scholarships, helping to develop the next generation of nurses for our aging population.

Supporting Muslims Achieving Excellence

In recognition of the cultural diversity of our team members and the many communities we serve, Extencicare continues to support the Muslims Achieving Excellence (MAX) charitable organization. Our support has helped MAX recognize and celebrate the outstanding professional, educational, and charitable contributions of Muslims in North America, and accelerate high achievement through academic and professional development.

Bridging program helps home care team upgrade credentials

At ParaMed, we encourage our team members to develop new skills, upgrade their credentials, and take the next step in their careers.

Our Bridging Program enables our HSWs to upgrade their credentials to PSWs over an eight-month period. Flexible programming allows participants to maintain their existing work schedules while they learn. There is no cost to participate in the program, which is accredited by the Ontario government in partnership with academic institutions.

Throughout 2024, 265 ParaMed team members enrolled in the program and are now on their way to advancing their careers to become PSWs — more than double the number who participated in the previous year.



By the end of 2024, 130 HSWs had successfully graduated from ParaMed's Bridging Program and became PSWs. The remaining students will complete program placements and finalize their certification for graduation in 2025.

VALUE

We collaborate with others because we achieve more together

Welcoming government officials into our homes to improve understanding

We maintain strong, collaborative relationships with government, public service, and sector association partners across all the regions where we operate.

In 2024, we welcomed more than 50 government officials and policymakers into our homes and ParaMed districts, offering them valuable opportunities to engage directly with our teams and those we serve.

By opening our doors to government partners at all levels, we aim to provide transparency, foster understanding, and immerse policymakers in the real-life experiences of those living and working in long-term care and home health care.

50+

home tours and visits completed across all regions in which we operate, including officials from all three levels of government



Investing in dementia care and support

According to the Canadian Institute for Health Information, approximately one-third of seniors younger than 80 who have been diagnosed with dementia live in long-term care. Of those 80 years and older with dementia, 42% live in long-term care. And many others who live with dementia do so at home with supports, while they await an available space in long-term care. As care providers for a growing population impacted by rising rates of dementia, supporting families with a loved one living with Alzheimer’s disease and other forms of dementia is a cause we care about deeply.

For more than a decade, Extendicare has brought partners together to fundraise in support of the Alzheimer Society of Canada’s (“ASC”) critical work to improve the quality of life for Canadians affected by Alzheimer’s and other forms of dementia, and to advance research into causes and treatments. In 2024, we raised close to \$150,000 through our annual Charity Golf Classic, adding to the success of this long-running event.

GIVING BACK

More than \$1.7 million donated to support the Alzheimer’s Society of Canada to date

According to the ASC, the number of people living with dementia in Canada is expected to increase by 187% from 2020 to 2050, with more than 1.7 million people likely to be living with dementia by 2050

SGP is proudly Canadian

SGP offers cost-effective purchasing, consulting, and education to more than 3,000 third-party clients across Canada, including senior living communities, municipalities, and hospitals.

More than 70% of the suppliers in our group purchasing network are headquartered in Canada. We are proud that our supplier network includes Indigenous-owned businesses such as RWC Industries, a family-owned supplier of high-quality protective personal equipment and safety wear, founded by Ryder Davis of the Qalipu Mi’kmaq First Nation and Sleep Nation North.

SGP adheres to stringent guiding principles for procurement and a code of ethics to ensure a fair and transparent public tendering process.

VALUE

We respect the resources entrusted to us

Responsible stewardship by an independent Board

As a mission-driven organization focused on service to others, trust and transparency are paramount. We are committed to open disclosure, maintaining a strong, independent Board, and the delivery of quality services. Our Board is comprised of nine directors, eight of whom, including the Chair of the Board, are independent. Many of our directors bring deep experience as leaders from health care organizations in the life sciences, nursing, medicine, and pharmaceutical sectors.

We recently welcomed Donald Clow, former President and CEO of Crombie REIT, and Heather-Anne Irwin, Adjunct Professor of Finance at the Rotman School of Management, University of Toronto, and a former capital markets senior executive, to our Board. Their extensive governance experience and deep expertise will be invaluable as we continue to navigate the complexities of our industry and advance our strategic goals.

We thank Al Mawani, who retired from our Board after seven years of dedicated service, for his meaningful contributions and strategic counsel.

Robust enterprise-wide risk management program

Our best-in-class enterprise risk management program continues to evolve, providing organization-wide strategic insight and governance oversight.

The program also helps team members at all levels identify and manage risks effectively in their daily work. This proactive, team-based approach supports better decision-making and strengthens capacity to both pre-empt risks and respond effectively when they do arise. By ensuring preparedness and working together, we can create safer environments and deliver better care.

Privacy policy protects data

Our health care information privacy program governs responsible use, maintenance, and disclosure of data across our organization. It includes comprehensive education for all team members, policies, procedures, guides, and tools to ensure all patient, resident, and employee information remains safe and secure.

Strengthened cybersecurity

In today's increasingly digital landscape, safeguarding data, systems, and digital infrastructure is essential for operational resilience.

Our cybersecurity program is aligned with the National Institute of Standards and Technology (NIST) and its Zero Trust framework. Nonetheless, on an ongoing basis, we assess risks and seek opportunities to strengthen our processes. Reports on key risk indicators are provided quarterly to both the Senior Leadership Team and the Board.

The key elements of our cybersecurity program include:

- A dedicated IT security team responsible for proactive audits under the leadership of a Chief Information Security Officer (CISO)
- Continuous threat exposure system that provides always-on monitoring to identify vulnerabilities
- Third-party service providers obligated to the Service Organization Control framework attestation
- Audit controls that adhere to the Internal Control over Financial Reporting (ICFR) framework
- Annual control testing conducted by third-party auditors
- 24x7 Security Operations Center managed by a third party to monitor and act immediately on cybersecurity threats
- Mandatory annual cybersecurity awareness training for all employees
- Email phishing simulations conducted annually to educate team members on email threats



We respect the resources entrusted to us

Fostering ethical operations

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

- Conflicts of interest
- Confidentiality and privacy
- Workplace harassment, violence, and discrimination
- Fair dealing
- Compliance with laws, rules, and regulations

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

Increasing accountability

Inherent in our pursuit of continuous improvement is a commitment to operating responsibly and transparently. Our Whistleblower program enhances our accountability to meet the expectations of our teams, and those we 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.

We apply the same standard of excellence for workplace investigations across the organization. We track all workplace investigations in a confidential, secure, third-party platform to help ensure they meet the highest standards.



Looking ahead

This report highlights our journey over the past year as we continued to add capacity and expertise to meet the increasing demand for care in the years to come.

Canada faces the challenge of delivering the highest standards of care and services to our aging population, and Extencicare is committed to meeting that challenge.

Our renewed Mission, Vision and Values serve as the foundation for delivering on our purpose to help people live better and our commitment to continue improving the care we provide.

Our Board and senior leadership team are keenly focused on building on the progress we have made over the past year to further expand our impact in the year ahead.

“We offer our congratulations to our team on a successful year of outstanding care delivery and expanding access to care for tens of thousands of seniors who depend on us for a better quality of life. We are sincerely grateful to each person who helps make Extencicare the caring community it is today.”

Alan Torrie, Executive Chairman and Dr. Michael Guerriere, President and CEO
2024 Letter to Shareholders





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