



**NOTICE**  
**AND**  
**MANAGEMENT INFORMATION AND PROXY CIRCULAR**  
**FOR THE**  
**ANNUAL AND SPECIAL MEETING OF SHAREHOLDERS**  
**OF**  
**EXTENDICARE INC.**  
**TO BE HELD ON**  
**May 26, 2022**

**Dated: April 14, 2022**

# EXTENDICARE<sup>®</sup>

... helping people live better

April 14, 2022

**Fellow Extendicare Shareholders,**

On behalf of the Board and management, we invite you to the annual and special meeting of the shareholders of Extendicare, to be held on Thursday, May 26, 2022, at 10:30 a.m. EDT. Due to the continuing uncertainty related to the COVID-19 pandemic, we will once again be holding our meeting in a virtual only format, by way of a live audio webcast. Shareholders will be able to listen, participate and vote at the meeting in real time through a web-based platform, providing an opportunity for all to participate regardless of geographic location. Information about how to attend the virtual meeting is enclosed.

The meeting provides Extendicare shareholders with an opportunity to consider and participate in key matters relating to the business and affairs of the Company. The accompanying management information and proxy circular describes the business to be conducted at the meeting, and contains information on the Company's corporate governance and executive compensation practices. We invite you to take the time to review these meeting materials and exercise your vote.

Your vote is important. You may vote either by attending the virtual meeting and voting via online ballot or by completing and submitting your proxy form in advance of the meeting. Whether or not you plan to attend the meeting by joining the live webcast online, we encourage you to provide your voting instructions in advance of the meeting in accordance with the enclosed form of proxy or voting instruction form. While you may register your position through the mail, we encourage you to consider the benefits of doing so over the internet, which is both secure and instantaneous. Whichever method you choose, your participation matters to us.

Once again, we have experienced a challenging year as a result of the pandemic. Fortunately, vaccines made us much more resilient in the face of repeated waves of infection in the community. Our resident and staff vaccination programs have been very successful, and we were proactive in instituting a mandatory vaccination policy for staff before it was required by government. I am very proud of our team of dedicated caregivers who were informed by the evidence and embraced the opportunity to get vaccinated to protect our residents and clients, themselves and their families.

We are very cognisant that our residents and clients have suffered from the social isolation necessitated by our infection control efforts and the resultant visitation restrictions in our homes and residences. We have worked with public health authorities to mitigate these negative consequences while ensuring that our homes are safe. We thank the families of all of our residents and clients for their ongoing support and patience during extremely trying circumstances.

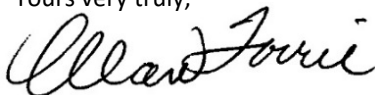
Despite the challenges of managing through the pandemic, we made major progress in repositioning the Company for future growth. In February 2022, we announced an agreement to sell our portfolio of retirement communities and in March 2022 we announced agreements with Revera and Axiom Infrastructure to take on the management of Revera's 56 long-term care homes in Ontario and Manitoba, and to acquire a minority stake in 24 of those homes. These transactions refocus our growth strategy on the provision of health services, in the form of operating long-term care homes and delivering home health care services. Demographic trends underpin the growth in these markets, and our partnership with Axiom gives us a capital efficient way to participate in them.

In this year's circular, you will find increased disclosure of our ESG practices. As a health care company, the social benefits of our enterprise have always been central to our mission. As a people intensive business, we employ a very diverse team of caregivers who provide care to a cross section of Canadian society. We were delighted to be recognized by the Globe and Mail when we were included in the 2022 Women Lead Here list of companies that exceed the benchmark for executive gender diversity in corporate Canada. We continue to work hard to ensure that Extendicare benefits from the full range of talent available to us from across the diverse cultural fabric that characterizes Canadian society today.

We hope you will be able to join us for the live audio webcast at [www.virtualshareholdermeeting.com/EXE2022](http://www.virtualshareholdermeeting.com/EXE2022). For those unable to attend the live webcast, an archived recording will be available on our website following the meeting.

Thank you for your continued support of Extendicare and our mission to help people live better.

Yours very truly,



**Alan Torrie, Chairman**

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**NOTICE OF ANNUAL AND SPECIAL MEETING OF SHAREHOLDERS  
OF EXTENDICARE INC.**

**NOTICE IS HEREBY GIVEN** that the Annual and Special Meeting (the “**Meeting**”) of the holders of common shares (collectively, the “**Shareholders**”) of Extendicare Inc. (“**Extendicare**” or the “**Company**”) will be held on Thursday, May 26, 2022, at 10:30 a.m. EDT by virtual only meeting via live audio webcast at [www.virtualshareholdermeeting.com/EXE2022](http://www.virtualshareholdermeeting.com/EXE2022) for the following purposes:

- (1) to receive the consolidated financial statements of the Company for the year ended December 31, 2021 and the report of the auditors thereon;
- (2) to appoint the auditors of the Company and authorize the directors to fix the auditors remuneration;
- (3) to elect the directors of the Company;
- (4) to consider and, if deemed advisable, pass, with or without variation, an ordinary resolution approving all unallocated securities, rights or other entitlements under the Company’s Long Term Incentive Plan, all as more particularly described and set forth in the accompanying management information and proxy circular of the Company (the “**Information Circular**”);
- (5) to approve an advisory (non-binding) resolution to accept the approach of the Company to executive compensation disclosed in the Information Circular; and
- (6) to transact such further business as may properly come before the Meeting or any adjournment thereof.

The accompanying Information Circular contains additional information relating to the matters to be dealt with at the Meeting.

Only Shareholders of record at the close of business on April 7, 2022 will be entitled to vote at the Meeting and any adjournment thereof.

In light of the ongoing public health concerns related to the spread of COVID-19 and in order to mitigate the potential risks to the health and safety of our Shareholders, employees and the broader community, this year’s Meeting will once again be held in a virtual only format, by way of a live audio webcast. Shareholders are cordially invited to participate in the online Meeting at [www.virtualshareholdermeeting.com/EXE2022](http://www.virtualshareholdermeeting.com/EXE2022).

Registered Shareholders and duly appointed proxyholders who attend the online Meeting can vote or submit questions during the Meeting’s live audio webcast. Non-registered (or beneficial) Shareholders with a 16-digit control number who have not duly appointed themselves as proxyholders will be able to attend the Meeting and ask questions, however, they will not be able to vote. Non-registered Shareholders without a 16-digit control number who have not duly appointed themselves as proxyholders can attend the Meeting as guests. See “How do I attend and participate at the virtual Meeting?” in the accompanying Information Circular for detailed instructions on how to attend and vote at the Meeting. Whether or not Shareholders are able to attend the Meeting, registered Shareholders and non-registered Shareholders are encouraged to provide voting instructions in accordance with the enclosed form of proxy or voting instruction form, respectively.

To be valid, the proxy must be received by Broadridge Investor Communications Corporation no later than 10:30 a.m. EDT on May 24, 2022, and if the Meeting is adjourned or postponed, not less than 48 hours (excluding Saturdays, Sundays and holidays) prior to the commencement of the adjourned or postponed Meeting. In addition, the form of proxy provides instructions on how to vote over the internet or by telephone.


If you are a non-registered Shareholder (also known as a beneficial Shareholder) and receive the Meeting materials through an intermediary, please carefully follow the instructions provided by the intermediary, including those regarding when and where the voting instruction form is to be delivered, in order to provide sufficient time for the intermediary to act on them prior to that deadline.

Additional information relating to the exercise of voting rights by registered and non-registered Shareholders is included in the accompanying Information Circular.

If you did not receive a copy of our 2021 Annual Report, you can view the report on our website at [www.extendicare.com](http://www.extendicare.com), or to receive a hard copy, please contact the Vice President, Investor Relations of the Company at 905-470-5534.

**DATED** at Markham, Ontario on April 14, 2022.

By order of the Board of Directors of Extendicare Inc.



**John Toffoletto**  
Senior Vice President, Chief Legal Officer and Corporate Secretary

**EXTENDICARE INC.**  
**MANAGEMENT INFORMATION AND PROXY CIRCULAR**  
**GENERAL PROXY MATTERS**

**Solicitation of Proxies**

This Information Circular is furnished in connection with the solicitation of proxies by management of the Company for use at the Meeting for the purposes set forth herein and in the Notice of Meeting accompanying this Information Circular. Unless otherwise indicated, the information provided in this Information Circular is given as of April 7, 2022. All dollar amounts referenced herein are expressed in Canadian dollars unless indicated otherwise. A Glossary of Terms can be found on page 35 of this Information Circular.

It is anticipated that the solicitation of proxies will be primarily by mail, but proxies may also be solicited personally, by telephone or other means of communication by management of the Company, who will not be specifically compensated therefor, or agents of the Company who will be specifically compensated therefor. All costs of the solicitation will be borne by the Company.

**Record Date and Voting Rights**

The Board of Directors has fixed the record date for the Meeting as at the close of business on April 7, 2022 (the “**Record Date**”) for the purpose of determining Shareholders entitled to receive notice of and to vote at the Meeting. Each Shareholder is entitled to one vote for each Common Share held as of the Record Date. Only Shareholders of record at the close of business on the Record Date and their duly authorized representatives shall be entitled to vote at the Meeting or any adjournment thereof. The voting process is different depending on whether a Shareholder is a registered or a non-registered Shareholder.

**Questions and Answers on the Virtual Meeting**

***Q: Why will the Meeting be completely virtual?***

**A:** In light of the ongoing public health concerns related to the spread of COVID-19 and in order to mitigate the potential risks to the health and safety of our Shareholders, employees and the broader community, this year’s Meeting will once again be held in a virtual only format, by way of a live audio webcast. Shareholders will be able to listen, participate and vote at the Meeting in real time through a web-based platform instead of attending the Meeting in person.

***Q: Who can attend and vote at the virtual Meeting?***

**A:** Registered Shareholders and duly appointed proxyholders who log in to the Meeting online will be able to listen, ask questions and securely vote through a web-based platform, provided that they are connected to the internet and follow the instructions set out in this Information Circular.

Shareholders who wish to appoint a proxyholder to represent them at the Meeting (including non-registered Shareholders who wish to appoint themselves as proxyholder to attend, participate and vote at the Meeting) must submit their duly completed proxy or voting instruction form prior to the proxy voting deadline as described below.

Non-registered Shareholders with a 16-digit control number who have not duly appointed themselves as proxyholders will be able to log in to the Meeting online to listen and ask questions, provided that they are connected to the internet, but will not be able to vote at the Meeting. Non-registered Shareholders without a 16-digit control number who have not duly appointed themselves as proxyholders can attend the Meeting as guests.

Guests will be able to log in to the Meeting online as a guest to listen to the Meeting but will not be able to ask questions or vote.

***Q: How do I attend and participate in the virtual Meeting?***

**A:** **The voting process depends on whether a Shareholder is a registered or a non-registered Shareholder.** Please read the applicable instructions below.

In order to attend the Meeting, registered Shareholders, duly appointed proxyholders (including non-registered Shareholders who have duly appointed themselves as proxyholders), non-registered Shareholders with a 16-digit control number who have not duly appointed themselves as proxyholders and guests must log in online as set out below.

- Step 1: Log in online at [www.virtualshareholdermeeting.com/EXE2022](http://www.virtualshareholdermeeting.com/EXE2022).

- Step 2: Follow the instructions below for the appropriate category to select when logging in to the Meeting:

**Registered Shareholders:** Select the “Shareholder” category and log in to the Meeting using the 16-digit control number pre-printed on the form of proxy. Any vote cast at the Meeting will revoke any proxy previously submitted by the Shareholder. If the Shareholder does not wish to revoke a previously submitted proxy, the Shareholder should not vote at the Meeting.

**Duly appointed proxyholders** (including non-registered Shareholders who have duly appointed themselves as proxyholders): Select the “Proxyholder / Appointee” category and log in to the Meeting using the exact name and eight-character Appointee Identification Number provided by the appointing Shareholder (for further details refer to the heading “Changing Appointees”).

Registered Shareholders and duly appointed proxyholders may ask questions and vote by completing a ballot online during the Meeting. Online check-in will begin starting 15 minutes prior to the Meeting. It is important for persons intending to vote at the Meeting to allow ample time to log in to the Meeting online and to remain connected to the internet at all times during the Meeting in order to vote when balloting commences. It is the Shareholder’s responsibility to ensure connectivity for the duration of the Meeting.

**Non-registered Shareholders** with a 16-digit control number (who have not duly appointed themselves as proxyholders): Select the “Shareholder” category and log in to the Meeting using the 16-digit control number pre-printed on the voting instruction form. Such non-registered Shareholders may listen to the Meeting and ask questions, but will not be permitted to vote at the Meeting. Non-registered Shareholders without a 16-digit control number who have not duly appointed themselves as proxyholders can attend the Meeting as guests.

**Guests:** Select the “Guest” category to log in to the Meeting. Guests will not be permitted to ask questions or vote at the Meeting.

### **Voting Instructions for Registered Shareholders**

Registered Shareholders are Shareholders who hold their Common Shares in their own name and will have received a form of proxy together with this Information Circular. Registered Shareholders may vote their Common Shares by completing and submitting the accompanying form of proxy or during the Meeting by online ballot through the live webcast platform.

#### ***Voting at the Virtual Meeting***

Registered Shareholders wishing to vote their Common Shares online at the Meeting do not need to complete and return the accompanying form of proxy. Their vote will be taken and counted at the Meeting through the live webcast platform. However, whether or not Registered Shareholders plan to attend the Meeting, they are encouraged to complete and return the enclosed form of proxy to ensure their vote will be counted should they later decide not to attend the Meeting or are unable to access the Meeting for any reason. Submitting a form of proxy will not prevent a Registered Shareholder from voting online at the Meeting. Registered Shareholders will be given an opportunity to allow their vote to stand or to revoke any proxy previously submitted and vote again online at the Meeting.

#### ***Voting by Proxy***

Registered Shareholders can vote by proxy whether or not they plan to attend the Meeting by completing the accompanying form of proxy and returning it by either of the following means: by mail, courier or hand to Broadridge at the address listed below; or by going online at [www.proxyvote.com](http://www.proxyvote.com) or by telephone. To vote over the internet or by telephone, Registered Shareholders will need the 16-digit control number located on the form of proxy.

A proxyholder is the person appointed by a Shareholder to cast votes and act on behalf of the Shareholder at the Meeting, including any continuation of the Meeting that may occur in the event that the Meeting is adjourned. A Shareholder may authorize the management representatives named in the accompanying form of proxy to vote their Common Shares or they may appoint another person (who need not be a Shareholder) to be their proxyholder and vote on their behalf. The persons already named in the accompanying form of proxy are the designated proxyholders (the “**Named Proxyholders**”) and are officers and/or directors of the Company. Unless a Shareholder appoints another person to represent them, the Named Proxyholders are appointed to act as the Shareholder’s proxyholder. Shareholders who wish to appoint someone other than the management nominees identified in the form of proxy refer to the instructions under the heading “Changing Appointees”.

To be valid, Registered Shareholders’ proxies must be received by Broadridge no later than 10:30 a.m. EDT on May 24, 2022 or, in the case of any adjournment, not less than 48 hours (excluding Saturdays, Sundays and holidays) prior to the commencement of the adjourned Meeting. The form of proxy provides instructions on how to vote over the internet at

www.proxyvote.com, by telephone toll free at 1-800-474-7493 (English) or 1-800-474-7501 (French), or by mail using the business reply envelope to: Data Processing Center, P.O. Box 3700 STN Industrial Park, Markham, ON L3R 9Z9.

### **Voting Instructions for Non-registered Shareholders**

Non-registered Shareholders or Shareholders who hold their Common Shares in the name of a “nominee”, such as a bank, trust company, securities broker or other financial institution, will have received this Information Circular in a mailing from their nominee together with a voting instruction form.

Non-registered Shareholders who do not plan to attend the Meeting should mark their voting instructions on the voting instruction form, sign it and return it as instructed by their nominee. The purpose of the voting instruction form is to instruct the nominee on how to vote on behalf of the non-registered Shareholder. The voting instruction form may provide instructions on how to vote over the internet or by telephone.

Non-registered shareholders should carefully follow the instructions of their nominee, including those regarding when and where the voting instruction form is to be delivered. Broadridge must receive proxy vote instructions from the intermediaries no later than 10:30 a.m. EDT on May 24, 2022 or, in the case of any adjournment, not less than 48 hours (excluding Saturdays, Sundays and holidays) prior to the commencement of the adjourned meeting.

### ***Appointing Another Person as Proxyholder***

Non-registered Shareholders who plan to attend and vote at the Meeting must appoint themselves as proxyholders in accordance with the instructions provided on the voting instruction form and adhere to the signing and return instructions provided by their nominee. In addition, a non-registered Shareholder may appoint another person (who need not be a Shareholder) whom they wish to attend the Meeting and vote by online ballot on their behalf in the place provided on the voting instruction form and adhere to the signing and return instructions provided by their nominee. By doing so, the non-registered Shareholder is instructing the nominee to appoint that Shareholder or such other person as proxyholder. The non-registered Shareholder should not otherwise complete the form, as the appointed proxyholder will be voting at the Meeting. For further instructions on how to appoint a proxyholder, see below under the heading “Changing Appointees”.

### **Attending the Virtual Meeting**

In order to attend the Meeting, registered Shareholders, duly appointed proxyholders (including non-registered Shareholders who have duly appointed themselves as proxyholders), non-registered Shareholders who have not duly appointed themselves as proxyholders and guests must log in online at [www.virtualshareholdermeeting.com/EXE2022](http://www.virtualshareholdermeeting.com/EXE2022). See “How do I attend and participate in the virtual Meeting?” under the heading “Questions and Answers on the Virtual Meeting” for detailed instructions on selecting the appropriate category when logging in to the Meeting.

### **Changing Appointees**

Shareholders who wish to appoint someone other than the management nominees identified in the form of proxy or voting instruction form as proxyholder, and non-registered Shareholders who wish to appoint themselves as proxyholders (in both cases, “**Appointee**” or “**Appointees**”) to vote at the Meeting during the live webcast should follow the instructions found on either the form of proxy or voting instruction form, which in some instances may require obtaining a valid legal proxy from their broker, bank or other agent in advance of the Meeting. Shareholders will be required to provide the name of the Appointee and create an eight-character Appointee Identification Number and adhere to the signing and return instructions provided in the form of proxy or voting instruction form.

**Shareholders must provide their Appointees with the exact name entered and eight-character Appointee Identification Number created by the Shareholder in order to access the Meeting. Appointees can only be validated at the Meeting using the exact name and eight-character Appointee Identification Number entered by the Shareholder on the completed form of proxy or voting instruction form. If the Shareholder does not create an eight-character Appointee Identification Number, the proxyholder will not be able to access the Meeting.**

### **Revocation of Proxy**

#### ***Registered Shareholders***

Registered Shareholders may revoke any prior proxy by providing a new proxy with a later date, provided that the new proxy is received by Broadridge no later than 10:30 a.m. EDT on May 24, 2022 or, in the case of any adjournment, not less than 48 hours (excluding Saturdays, Sundays and holidays) prior to the commencement of the adjourned meeting. A Registered Shareholder may also revoke any prior proxy without providing new voting instructions by preparing a written statement to

that effect. Such written statement must be delivered: (i) to the registered office of the Company, at 3000 Steeles Ave. East, Suite 400, Markham, Ontario, L3R 4T9, Attention: Corporate Secretary, no later than the close of business on May 26, 2021 or, in the case of any adjournment, not later than the close of business on the last business day preceding the date of commencement of the adjourned meeting, or (ii) to the Chairman of the Meeting prior to commencement of the Meeting, on the day of the Meeting, or any adjournment thereof, or (iii) in any other manner permitted by law. A Registered Shareholder attending the Meeting may vote online, and any vote cast at the Meeting will revoke any proxy previously submitted by the Registered Shareholder.

### **Non-registered Shareholders**

Non-registered Shareholders may revoke any prior voting instructions by providing new instructions on a voting instruction form with a later date, or at a later time in the case of voting by telephone or over the internet, provided that the new instructions are received by their nominee in sufficient time for their nominee to act on them. Non-registered Shareholders should contact their nominee if they want to revoke their proxy or change their voting instructions, or if they change their mind and want to vote in person.

### **Exercise of Discretion by Proxyholders**

A Shareholder may instruct the appointed proxyholder how he or she wishes to vote on the matters listed in the Notice of Meeting by checking the appropriate boxes on the form of proxy. If the Shareholder has not specified how to vote on a particular matter, the appointed proxyholder is entitled to vote the Common Shares as he or she sees fit. **If the form of proxy does not specify how to vote on any particular matter and if the Shareholder has authorized the Named Proxyholders to act as his or her proxyholder, the Common Shares will be voted at the Meeting as follows:**

- **FOR the appointment of KPMG LLP as the Company's auditors and the authorization of the Directors to fix the remuneration of the auditors;**
- **FOR the election of the nine nominees listed in this Information Circular to the Board of Directors;**
- **FOR the LTIP Resolution; and**
- **FOR the Advisory (Non-binding) Resolution to accept the Company's approach to executive compensation.**

The accompanying form of proxy confers discretionary authority upon the persons named therein with respect to amendments or variations to matters identified in the Notice of Meeting and with respect to other matters which may properly come before the Meeting. At the date of this Information Circular, the Board of Directors knows of no such amendments, variations or other matters to come before the Meeting other than the matters referred to in the Notice of Meeting. If any such amendment, variation or other matter which is not now known should properly come before the Meeting, then the persons named in the enclosed forms of proxy will vote on such matters in accordance with their judgement, pursuant to the discretionary authority conferred by the forms of proxy with respect to such matters.

### **Principal Holders of Common Shares**

As at the close of business on April 7, 2022, there were 89,562,499 Common Shares issued and outstanding. The only persons, corporations, or other legal entities who, to the knowledge of the Directors and the executive officers of the Company, beneficially own, or control or direct, directly or indirectly, Common Shares carrying 10% or more of the voting rights attached to the issued and outstanding Common Shares as of the close of business on April 7, 2022, are as follows:

<b>Name</b>	<b>Number of Common Shares</b>	<b>Percentage of Common Shares and Voting Rights</b>
<b>Sandpiper Group<sup>(1)</sup></b> , Vancouver, British Columbia, Canada	10,921,576	12.19%
<b>Global Alpha Capital Management Ltd.<sup>(2)</sup></b> , Montreal, Quebec, Canada	9,082,046	10.14%

#### Notes:

- (1) The holdings reported as held by Sandpiper Group represent 4,464,476, 5,330,000 and 1,127,100 Common Shares beneficially owned by Sandpiper Real Estate Fund 2 Limited Partnership, Sandpiper Real Estate Fund 3 Limited Partnership, and Sandpiper Real Estate Fund 4 Limited Partnership, respectively. The general partners of these limited partnerships are Sandpiper GP 2 Inc., Sandpiper GP 3 Inc. and Sandpiper GP 4 Inc., respectively, in each of which Mr. Samir Manji is a director and officer.
- (2) The number of shares reported as held by Global Alpha Capital Management Ltd. is based on the alternative monthly report it filed on SEDAR on April 6, 2021, reporting ownership as of March 31, 2021.



## BUSINESS OF THE MEETING

### Financial Statements

The consolidated financial statements of the Company for the year ended December 31, 2021, and the report of the auditors thereon, will be placed before the Shareholders by the Company at the Meeting. Shareholders may find a copy of these documents in the Company's 2021 Annual Report, which is available on the Company's website at [www.extendicare.com](http://www.extendicare.com) and on SEDAR at [www.sedar.com](http://www.sedar.com) under Extendicare's issuer profile.

### Appointment of Auditors

With the recommendation of the Audit Committee, the Common Shares represented by proxies in favour of the persons named in the enclosed form of proxy will be voted in favour of the appointment of KPMG LLP, the present auditors, as auditors of the Company to hold office until the next annual meeting of the Company to be held in 2022, unless authority to vote in respect of the appointment of auditors and the authorization of the Directors to fix the remuneration of the auditors is withheld in the form of proxy.

### External Auditor Services Fees

Fees billed by the independent external auditors of the Company, KPMG LLP, during fiscal 2020 and 2021 totalled \$1,168,000 and \$1,201,000, respectively. The portion of these fees related to audit fees for 2020 and 2021 were \$1,131,000 and \$1,201,000, respectively. These audit fees were in respect of audit services and interim reviews of the consolidated financial statements of the Company, including separate audits of certain of its wholly owned subsidiaries. In addition, services during both years were provided by KPMG LLP in respect of other regulatory-required auditor attest functions associated with government audit reports for the Company's LTC homes. The balance of the 2020 fees of \$37,000 related to tax advice and other professional services.

### Election of Directors

The articles of the Company provide that the Board shall consist of a minimum of one and a maximum of twenty directors, with the number of directors from time to time within such range being fixed by resolution of the Board of Directors. Each Director is elected annually and will hold office for a term expiring at the close of the next annual meeting of the Company, unless his or her office is vacated earlier due to death, removal, resignation or ceasing to be duly qualified.

The Board presently consists of nine directors and it has fixed the number of directors to be elected to the Board at nine. Each of the nominees for election at the Meeting, as set out below under "Nominees for Election as Directors", is currently a Director, has confirmed his or her willingness to serve on the Board and has acknowledged and agreed to abide by the Company's majority voting policy.

In the absence of a contrary instruction, the persons designated by management of the Company in the accompanying form of proxy intend to vote "FOR" the nine nominees whose names are set forth below. The Board of Directors does not contemplate that any of the nominees will be unable to serve as a Director. If, for any reason, any of the nominees is unable to serve as a director, the persons named in the enclosed form of proxy reserve the right to vote for another nominee at their sole discretion.

The following summarizes the number of Board and committee meetings held during 2021 and the attendance thereat.

	Board	Audit	GS	HR	INV	QR
Meetings	14	4	5	5	6	4
Attendance	99%	100%	100%	100%	100%	100%

## Majority Voting Policy


The Company has adopted a majority voting policy to promote enhanced director accountability. This policy stipulates that for uncontested elections, any nominee for director who receives a greater number of votes “withheld” from his or her election than votes “for” such election shall promptly tender his or her resignation to the Chairman of the Board for consideration by the GS Committee. The Board of Directors will promptly disclose its decision and, if applicable, the reasons for rejecting the nominee’s tendered resignation, in a press release, a copy of which shall be provided to the TSX. In a contested election, where the number of director nominees exceeds the number of director positions to be filled through the election, a plurality vote standard will continue to apply. This means that the nominees with the largest number of “for” votes will be elected as directors of the Company up to the maximum number of directors to be elected. More details on the Company’s majority voting policy are provided under “Majority Voting Policy” found in Schedule A – “Statement of Corporate Governance Practices”.


## Nominees for Election as Directors

The following table sets forth certain information relating to each of the nine nominees proposed for election as directors of the Company, including their backgrounds, Extencare securities held and related ownership requirements, and meeting attendance in 2021.


If elected to the Board of Directors, each of the nominees set forth below, other than Dr. Guerriere, will be an independent Director.


The information set out below relating to each of the nominees for election as directors of the Company is based partly on the Company’s records and partly on information received by the Company from such nominee.


Directors nominated to serve until the next Annual Meeting of Shareholders in 2022				
 <p><b>ALAN D. TORRIE</b> Ontario, Canada</p> <p><b>Age:</b> 71</p> <p><b>Director Since</b> January 6, 2016</p> <p><b>Status:</b> Independent</p> <p><b>2021 Annual Meeting</b> <b>Votes in Favour:</b> 99.26%</p>	<p>Mr. Torrie was appointed Chairman of the Board on May 25, 2017. He served as President and CEO of Morneau Shepell Inc. from 2008 to May 2017 (a predecessor of LifeWorks Inc.), and as a member of its board from 2005 to 2017. A TSX-listed company, LifeWorks Inc. is a leading provider of Employee and Family Assistance Programs, the largest administrator of pension and benefits plans and the largest provider of integrated absence management solutions in Canada. Mr. Torrie also served as the President and CEO of Discovery Air Inc. from August 2017 to September 2018.</p> <p>Mr. Torrie has over 30 years of experience as a senior executive leader in health care and life sciences, including as Chief Operating Officer of Retirement Residences REIT (“RRR”) from 2005 to 2007 (a predecessor of Revera Inc.), and in a number of senior executive positions at MDS Inc. (a predecessor of Nordion Inc.) from 1987 to 2005, including as President and CEO of MDS Diagnostics and MDS Laboratories.</p> <p>Mr. Torrie has served on numerous corporate and community boards, and is currently a director and Chair of the Audit Committee of Flow Capital Corp. (TSXV: FW) and Chair of Green Shield Canada.</p> <p>Mr. Torrie holds a B.Sc from McMaster University, a DHA in Healthcare Management from the University of Toronto (“U of T”) and has completed the Advanced Management Program from Harvard University.</p>			
	<b>Board/Committee Attendance:</b>		<b>Current Committee Memberships:</b>	
	Board	14/14	100%	GS, HR
	GS	5/5	100%	<b>Other Current Public Board Memberships: 1</b> Flow Capital Corp.
	HR	5/5	100%	
<b>Share Ownership Required:</b>			\$450,000	3 x Board Retainer
<b>Common Shares (#)</b>	<b>DSUs (#)</b>	<b>Total (#)</b>	<b>Total Value (\$)<sup>(1)</sup></b>	<b>Met or in Progress</b>
35,000	171,592	206,592	1,630,011	Met (10.9 times)


 <p><b>NORMA BEAUCHAMP</b> Ontario, Canada</p> <p><b>Age:</b> 60 <b>Director Since</b> May 30, 2019 <b>Status:</b> Independent <b>2021 Annual Meeting Votes in Favour:</b> 99.38%</p>	<p>Ms. Beauchamp is a corporate director with over 30 years of healthcare experience in corporate and non-profit organizations, including executive positions at Bayer Healthcare (Canada and Global) and Sanofi Canada. Most recently, she served as the President and CEO of Cystic Fibrosis Canada (2014 to 2017). Throughout her career, she has been a patient advocate, working with patient and health care organizations to enhance access to care.</p> <p>Ms. Beauchamp currently serves on the respective TSX-listed boards of Aurora Cannabis Inc., as Chair of its Nominating and Corporate Governance Committee and a member of its Human Resources and Compensation Committee, Dialogue Health Technologies Inc., a leading Canadian telehealth service, and HLS Therapeutics Inc., a pharmaceutical company. Formerly, Ms. Beauchamp served on the respective TSX-listed boards of Acerus Pharmaceuticals Corporation, as Chair of its Corporate Governance and Nominating Committee and a member of its Audit Committee, Quest PharmaTech Inc., and prior to its acquisition by Aurora, MedReleaf as Chair of its Corporate Governance and Compensation Committee and a member of its Audit Committee. Ms. Beauchamp gives back to her community and serves as a member of the National Research Council of Canada and on the respective boards of the Ontario Caregiver Organization and ALS Canada. She is a Regional Ambassador with Women Get on Board where she connects with women aspiring to serve on boards.</p> <p>Ms. Beauchamp has completed the U of T's Rotman School of Management Directors Education Program (ICD.D), and holds a Bachelor of Business Administration in Marketing from Bishop's University.</p>			
	<b>Board/Committee Attendance:</b>		<b>Current Committee Memberships:</b>	
	Board	14/14	100%	HR, INV, QR
	HR	2/2	100%	<b>Other Current Public Board Memberships: 3</b> Aurora Cannabis Inc., Dialogue Health Technologies Inc. and HLS Therapeutics Inc.
	INV	6/6	100%	
<b>Share Ownership to be Achieved by May 30, 2024:</b>			\$150,000	3 x Board Retainer
<b>Common Shares (#)</b>	<b>DSUs (#)</b>	<b>Total (#)</b>	<b>Total Value (\$)<sup>(1)</sup></b>	<b>Met or in Progress</b>
4,000	15,074	19,074	150,494	Met (3.0 times)


  


 <p><b>MICHAEL GUERRIERE</b> Ontario, Canada</p> <p><b>Age:</b> 58 <b>Director Since</b> March 12, 2018 <b>Status:</b> Management <b>2021 Annual Meeting Votes in Favour:</b> 99.33%</p>	<p>Dr. Guerriere was appointed the President and CEO of Extendicare on October 22, 2018, and has been a member of the Board since March 2018. He has a diverse background with over 25 years of experience in medical practice, hospital operations, management consulting and health technology. Dr. Guerriere was Chief Strategy Officer at TELUS Health, a provider of technology services to clinical professionals, hospitals, government agencies, health authorities, pharmacies and consumers across Canada, from May 2011 to October 2018. Dr. Guerriere was a founding partner of Courtyard Group, an international health care consultancy, from 2000 until it was acquired by TELUS Health. Dr. Guerriere also served 10 years as an executive in university teaching hospitals, including as Executive Vice President and Chief Operating Officer at the University Health Network.</p> <p>Dr. Guerriere chairs the Health and Life Sciences Advisory Board at the U of T's Rotman School of Management where he teaches a graduate course on Digital Health and has served on numerous boards, including Ryerson University (Chair), MediSolution Ltd. (member of audit committee), Canada Health Infoway (chair of finance committee), the Canadian Institute for Health Information, and the Institute of Clinical Evaluative Sciences. He has a degree in Medicine and specialty training in Internal Medicine from the U of T, an MBA from the Kellogg School at Northwestern University and an honorary doctorate from Ryerson University.</p>			
	<b>Board/Committee Attendance:</b>		<b>Other Current Public Board Memberships: 0</b>	
	Board	14/14	100%	None
<b>Share Ownership to be Achieved by October 22, 2023:</b>			\$1,800,000	3 x Base Salary
<b>Common Shares (#)</b>	<b>PSUs/DSUs (#)</b>	<b>Total (#)</b>	<b>Total Value (\$)<sup>(1)</sup></b>	<b>Met or in Progress</b>
40,000	469,811	509,811	4,022,409	Met (6.7 times)


	<p>Ms. Hanington is a corporate director and advisor, and is a former President and CEO of the Royal Canadian Mint (February 2015 to July 2018). From 1999 to 2011, she held a number of progressively senior executive roles in the financial services sector in North America, culminating as Executive Vice President and a member of the Management Committee of BMO Financial Group. Prior to joining BMO Financial Group, Ms. Hanington worked for Manulife Financial/North American Life Assurance, Royal Trustco Ltd. and Suncor Inc./Sunoco Group.</p> <p>Ms. Hanington currently serves as a director and as Chair of the Governance and Human Resources Committee of Aimia Inc. (TSX: AIM) and a member of the Governing Council of the U of T. Ms. Hanington is the co-founder and a director of Jack.org, promoting mental health and wellness for youth in Canada since 2010. Ms. Hanington was named by the Women’s Executive Network (WXN)™ as one of Canada’s Top 100 Most Powerful Women three times in a row, from 2007 to 2009, and was inducted into the WXN Hall of Fame in 2010.</p> <p>Ms. Hanington is a licensed professional engineer with a BASc from the University of Waterloo, an MBA from the U of T’s Rotman School of Management, and holds the ICD.D designation from the Institute of Corporate Directors.</p>				
<p><b>SANDRA L. HANINGTON, M.S.C.</b> Ontario, Canada</p>					
<p><b>Age:</b> 60 <b>Director Since</b> August 5, 2014 <b>Status:</b> Independent <b>2021 Annual Meeting</b> <b>Votes in Favour:</b> 99.35%</p>	<b>Board/Committee Attendance:</b>			<b>Current Committee Memberships:</b>	
	Board	14/14	100%	Audit, GS, QR	
	Audit	4/4	100%	<b>Other Current Public Board Memberships: 1</b>	
	GS	5/5	100%	Aimia Inc.	
	QR	4/4	100%		
<b>Share Ownership Required:</b>				\$150,000	3 x Board Retainer
<b>Common Shares (#)</b>	<b>DSUs (#)</b>	<b>Total (#)</b>		<b>Total Value (\$)<sup>(1)</sup></b>	<b>Met or in Progress</b>
3,000	50,490	53,490		422,036	Met (8.4 times)

	<p>Mr. Hibben is a corporate director and advisor. Since December 2014, he has been the principal of Shakerhill Partners Ltd., a consulting firm providing strategic and financial advice, specializing in mergers and acquisitions, corporate strategy and governance, as well as expert witness services. Previously, Mr. Hibben was a Managing Director in the Mergers and Acquisitions Group at RBC Capital Markets, Head of Strategy and Development at Royal Bank of Canada and CEO of RBC Capital Partners.</p> <p>Mr. Hibben has been a director of a number of Canadian public and private companies, both in financial services and as part of his responsibility for overseeing private equity and venture capital investments. Mr. Hibben currently serves on the respective TSX-listed boards of Home Capital Group Inc. (as Chair), Shawcor Ltd. and WildBrain Ltd.</p> <p>Mr. Hibben is a CPA, CA, and CFA, and holds the ICD.D designation.</p>				
<b>ALAN R. HIBBEN</b> Ontario, Canada	<b>Board/Committee Attendance:</b>			<b>Current Committee Memberships:</b>	
<b>Age:</b> 68 <b>Director Since</b> January 22, 2016 <b>Status:</b> Independent <b>2021 Annual Meeting</b> <b>Votes in Favour:</b> 77.69%	Board	14/14	100%	Audit, GS, INV	
	Audit	4/4	100%	<b>Other Current Public Board Memberships: 3</b>	
	GS	5/5	100%	Home Capital Group Inc., Shawcor Ltd. and WildBrain Ltd.	
	INV	6/6	100%		
<b>Share Ownership Required:</b>				\$150,000	3 x Board Retainer
<b>Common Shares (#)</b>	<b>DSUs (#)</b>	<b>Total (#)</b>		<b>Total Value (\$)<sup>(1)</sup></b>	<b>Met or in Progress</b>
60,217	121,406	181,623		1,433,005	Met (28.7 times)

	<p>Mr. Houlden is a corporate director, advisor and interim manager. Most of Mr. Houlden's career has been spent consulting in the area of strategy and operations, and as a financial advisor on urgent business critical transactions. He is an operator and strategist with a wide breadth of management skills and consulting expertise.</p> <p>After retiring as a senior Deloitte partner in November 2014, Mr. Houlden has held various management roles including being the CEO of Dealnet Capital Corp. ("<b>Dealnet</b>") (October 2017 to December 2020) and the Interim CFO of Danier Leather Inc. (July 2015 to April 2016). Mr. Houlden currently serves on the board of the Mount Pleasant Group of Cemeteries. He has previously served on a number of other boards including the boards of Dealnet for five years and Deloitte for six years.</p> <p>Mr. Houlden is a CPA, CA and LIT, and holds an MBA from Queens University and the ICD.D designation from the Institute of Corporate Directors.</p>				
<p><b>BRENT HOULDEN</b> Ontario, Canada</p>					
<p><b>Age:</b> 68 <b>Director Since</b> May 28, 2020 <b>Status:</b> Independent <b>2021 Annual Meeting</b> <b>Votes in Favour:</b> 99.23%</p>	<b>Board/Committee Attendance:</b>		<b>Current Committee Memberships:</b>		
	Board	14/14	100%	Audit, QR	
	Audit	4/4	100%	<b>Other Current Public Board Memberships: 0</b>	
	QR	2/2	100%	None	
<b>Share Ownership to be Achieved by May 28, 2025:</b>			\$150,000	3 x Board Retainer	
<b>Common Shares (#)</b>	<b>DSUs (#)</b>	<b>Total (#)</b>	<b>Total Value (\$)<sup>(1)</sup></b>	<b>Met or in Progress</b>	
nil	28,375	28,375	223,879	Met (4.5 times)	

	<p>Ms. Kingelin is a corporate director and consultant, and is the retired owner and managing partner of Kingswood Consulting, a partnership that specialized in providing comprehensive services for seniors housing companies (2012 to 2017). She has over 30 years of leadership and operating experience in the senior living industry in public and private organizations that includes the administration of long-term care homes, retirement communities, and home health care. Previously, Ms. Kingelin held the position of Managing Director at Holiday Corporation, a private independent retirement living company (June 2010 to June 2012). Prior to that, Ms. Kingelin was a senior executive at Revera Inc. (1997 to 2010), a seniors housing company wholly owned by the Public Service Pension Investment Board (formerly TSX: RRR). Ms. Kingelin was Senior Vice President of Operations from 1997 to 2007, and Chief Operating Officer from 2007 to 2010, where she played a key role in taking the long-term care division public in 1997 as CPL Long Term Care REIT, followed by its acquisition in 2002 by RRR.</p> <p>Ms. Kingelin holds board positions at Oshawa Power and Utilities Corporation (Chair of the Governance, Human Resources and Nomination Committee); Pallium Canada (Chair of the Human Resources and Nomination Committee); Kinark Child and Family Services; and the Kinark Foundation.</p> <p>Ms. Kingelin is a Registered Nurse, holds the ICD.D designation and has completed executive management training at Queen's University.</p>				
<p><b>DONNA E. KINGELIN</b> Ontario, Canada</p>					
<p><b>Age:</b> 66 <b>Director Since</b> January 6, 2016 <b>Status:</b> Independent <b>2021 Annual Meeting</b> <b>Votes in Favour:</b> 99.40%</p>	<b>Board/Committee Attendance:</b>		<b>Current Committee Memberships:</b>		
	Board	14/14	100%	HR, QR	
	HR	5/5	100%	<b>Other Current Public Board Memberships: 0</b>	
	QR	4/4	100%	None	
<b>Share Ownership Required:</b>			\$150,000	3 x Board Retainer	
<b>Common Shares (#)</b>	<b>DSUs (#)</b>	<b>Total (#)</b>	<b>Total Value (\$)<sup>(1)</sup></b>	<b>Met or in Progress</b>	
6,000	79,468	85,468	674,343	Met (13.5 times)	

 <div><b>SAMIR MANJI</b> British Columbia, Canada</div>	<p>Mr. Manji is the founder and CEO of Sandpiper Group, a Vancouver-based real estate private equity firm established in 2016, and is the President and CEO, and a Trustee of Artis Real Estate Investment Trust (“<b>Artis REIT</b>”). Mr. Manji has been involved in over \$3 billion in hospitality, seniors housing and multifamily residential real estate transactions and 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. (“<b>Amica</b>”), 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.</p> <p>Mr. Manji is a member of the Young Presidents’ Organization and he is the current President of the Ismaili Council for British Columbia. He was recognized in 2006 as a recipient of Canada’s Top 40 Under 40 and was also named the Ernst &amp; Young Entrepreneur of the Year award winner in the business-to-consumer products and services category in British Columbia in 2010.</p> <p>Mr. Manji graduated from the University of Waterloo and received his CPA, CA with KPMG LLP in Toronto.</p>								
	<b>Age:</b> 53 <b>Director Since</b> May 30, 2019 <b>Status:</b> Independent <b>2021 Annual Meeting</b> <b>Votes in Favour:</b> 99.29%			<b>Board/Committee Attendance:</b>		<b>Current Committee Memberships:</b>			
	Board INV		13/14 6/6		93% 100%				
					INV				
					<b>Other Current Public Board Memberships: 1</b> Artis REIT				
<b>Share Ownership to be Achieved by May 30, 2024:</b>				\$150,000		3 x Board Retainer			
<b>Common Shares (#)</b>		<b>DSUs (#)</b>		<b>Total (#)</b>		<b>Total Value (\$)<sup>(2)</sup></b>		<b>Met or in Progress</b>	
10,931,576 <sup>(3)</sup>		26,993		10,958,569		86,463,109		Met	

	Mr. Mawani is the Principal of Exponent Capital Partners Inc., a private equity investor and real estate advisory firm. He has over 35 years of experience in the commercial real estate industry, including 15 years of c-suite experience as SVP/EVP & CFO of Oxford Properties Group Inc. (1989 to 2001), President and CEO of Calloway/Smart Centres Real Estate Investment Trust (2011 to 2013), and President & CEO of privately-owned Rodenbury Investments Limited (2015 and 2016).				
<b>AL MAWANI</b> Ontario, Canada	Mr. Mawani has been an independent board member of national and North American firms across multiple asset classes, including private-pay retirement living operations. He currently serves on the TSX-listed boards of First Capital Real Estate Investment Trust (“ <b>First Capital REIT</b> ”), as Chair of its Audit Committee and member of its Compensation Committee; and Granite Real Estate Investment Trust (“ <b>Granite REIT</b> ”), as a member its Audit Committee, and is a former Chair of its Compensation, Governance & Nominating Committee (2017 to 2020). In addition, he has served on the respective boards of Slate Office Real Estate Investment Trust, Boardwalk Real Estate Investment Trust, Calloway Real Estate Investment Trust, Amica Mature Lifestyles Inc., and IPC US Real Estate Investment Trust.				
<b>Age:</b> 70 <b>Director Since</b> December 1, 2017 <b>Status:</b> Independent <b>2021 Annual Meeting</b> <b>Votes in Favour:</b> 99.24%	<b>Board/Committee Attendance:</b>			<b>Current Committee Memberships:</b>	
	Board	14/14	100%	Audit, HR, INV	
	Audit	4/4	100%	<b>Other Current Public Board Memberships: 2</b>	
	HR	5/5	100%	First Capital REIT and Granite REIT	
	INV	6/6	100%		
<b>Share Ownership to be Achieved by December 1, 2022:</b>				\$150,000	3 x Board Retainer
<b>Common Shares (#)</b>	<b>DSUs (#)</b>	<b>Total (#)</b>	<b>Total Value (\$)<sup>(1)</sup></b>	<b>Met or in Progress</b>	
25,000	36,396	61,396	484,414	Met (9.7 times)	

**Notes:**

- (1) The value of such Common Shares, DSUs and PSUs is based on the original acquisition cost/grant date value (refer to the policy under “Compensation of Directors of Extendicare – Director Share Ownership Policy”).
- (2) The market value of such Common Shares, DSUs and PSUs is based on the closing price for the Common Shares on the TSX on April 7, 2022 of \$7.89.
- (3) Mr. Manji’s share ownership includes 10,921,576 Common Shares beneficially owned by Sandpiper Group, see “General Proxy Matters – Principal Holders of Common Shares”.

**Corporate Orders and Bankruptcies**

To the knowledge of the Company, except as described below, none of the proposed nominees for election as a Director had, as at the date of this Information Circular or in the last 10 years, been (a) a director, chief executive officer or chief financial officer of a company that was the subject of a cease trade or similar order or an order that denied the company access to any exemption under securities legislation, for a period of more than 30 consecutive days, or (b) a director or executive officer of a company that made a proposal under legislation relating to bankruptcy or insolvency or was subject to or instituted any proceedings, arrangement or compromise with creditors.

Mr. Torrie was a director of LMI Legacy Holdings II Inc. (formerly known as Landauer-Metropolitan, Inc.) (together with certain affiliated entities, “LMI”) which filed a petition in the U.S. Bankruptcy Court for the District of Delaware for relief under Chapter 11 of the U.S. Bankruptcy Code on August 16, 2013. Following a sale of substantially all of LMI’s assets on February 7, 2014, LMI filed a Joint Plan of Liquidation (the “Plan”) under Chapter 11 of the U.S. Bankruptcy Code. On April 28, 2014, the U.S. Bankruptcy Court entered an order confirming the Plan. The effective date of the Plan was May 1, 2014. In addition, Mr. Torrie served as President and CEO of Discovery Air Inc. from August 2017 to September 2018, which commenced restructuring proceedings under the Companies’ Creditors Arrangement Act on March 21, 2018 and bankruptcy proceedings under the Bankruptcy and Insolvency Act on September 4, 2018.

Mr. Houlden was named Interim CFO of Danier Leather Inc. on July 2, 2015, to help with its restructuring, a position he held until leaving the company in April 2016. The company announced on February 4, 2016, that it had filed a Notice of Intention to Make a Proposal under the Bankruptcy and Insolvency Act (Canada).

**Board Skills Matrix**

The skills matrix set out below is used to assess the Board’s overall strengths and to assist in the Board’s ongoing renewal process, with the objective of determining the needs of the Board in the long-term and identifying new candidates to stand as nominees for election or appointment as Directors. The skills matrix reflects the primary qualifications that the Board, with the support of the GS Committee, currently considers to be important. Although the Directors have a breadth of experience in many areas, the skills matrix highlights five key skill sets for each Director. In addition, the Board considers each of its Directors to be financially literate, with each having the ability to read and understand the Company’s financial statements. The matrix is not intended to be an exhaustive list of each Director’s skills and experience.

	Beauchamp	Guerriere	Hanington	Hibben	Houlden	Kingelin	Manji	Mawani	Torrie
<b>Key Skills and Experience</b>									
Executive/Operational Leadership	●	●	●		●	●	●	●	●
Finance & Accounting				●	●		●	●	
Real Estate Development/Major Capital Project Management				●			●	●	
Health Care/Seniors Care & Services	●	●				●	●		●
Corporate Governance	●		●	●	●		●	●	●
Legal/Regulatory				●		●		●	
Human Capital Management		●	●			●			●
Government Relations/Public Policy									●
Quality Assurance/Risk Management & Mitigation		●	●	●	●	●			
Technology & Innovation	●	●			●				
Marketing & Brand Management	●		●						

## Approval of Unallocated Entitlements Under the LTIP

### **Background**

The Company's equity-based Long Term Incentive Plan (the "**LTIP**") is designed to encourage a greater alignment of interests between executives and Directors and Shareholders in the form of PSUs for its employees and DSUs for its non-employee Directors. The LTIP was adopted and approved by Shareholders at the Company's annual meeting held on May 26, 2016. Shareholders ratified and approved the unallocated securities issuable under the LTIP at a meeting held on May 30, 2019. Also in 2019, the Company made certain amendments to the LTIP, effective December 12, 2019, none of which required shareholder approval.

In accordance with the rules of the TSX, every three years directors and shareholders must re-approve unallocated securities, rights and other entitlements under any security-based compensation arrangement that does not have a fixed maximum number of securities issuable. Accordingly, Shareholder approval for the reconfirmation of all unallocated PSUs and DSUs, rights or other entitlements under the LTIP is being sought at the Meeting.

The key terms of the LTIP are described in detail in this Information Circular under "Long-term Incentive Plan". A full copy of the LTIP, as amended is filed on SEDAR at [www.sedar.com](http://www.sedar.com) under the Company's issuer profile under the filing category "other security holders documents".

### **LTIP Resolution**

At the Meeting, Shareholders will be asked to consider and, if deemed advisable, to pass, with or without alteration or modification, an ordinary resolution (the "**LTIP Resolution**"), the full text of which is set forth below, to reconfirm and approve all unallocated securities, rights and other entitlements pursuant to the LTIP. This approval will be effective for three years from the date of the Meeting. The Board approved all unallocated securities, rights or other entitlements under the LTIP on April 14, 2022.

The Board of Directors has determined that the LTIP Resolution is in the best interests of the Company. **Accordingly, the Board of Directors unanimously recommends that Shareholders vote "FOR" the LTIP Resolution.** To pass, the LTIP Resolution must be approved by a majority of votes cast by Shareholders present in person or represented by proxy at the Meeting.

The text of the LTIP Resolution is set forth below:

"BE IT RESOLVED, as an ordinary resolution of the shareholders of the Company, that:

- (1) all unallocated awards under the LTIP are hereby authorized and approved;
- (2) the Company shall have the ability to continue granting awards under the LTIP until May 26, 2025, being the date that is three years from the date hereof; and
- (3) any one director or officer of the Company be and is hereby authorized and directed, acting for, in the name and on behalf of the Company, to execute or cause to be executed, under the corporate seal of the Company or otherwise, and to deliver or cause to be delivered, all such documents, agreements and instruments, and to do or cause to be done all such other acts and things as such director or officer of the Company determines to be necessary or desirable in order to carry out the intent of this resolution and the matters authorized hereby, such determination to be conclusively evidenced by the execution and delivery of any such document, agreement or instrument or the doing of any such act or thing."

If approval of unallocated entitlements is obtained at the Meeting, the Company will not be required to seek further approval of the grant of unallocated entitlements under the LTIP until the Company's annual and special meeting of Shareholders in 2025. Whether or not the LTIP Resolution is approved, all awards currently outstanding under the LTIP will remain in effect in accordance with their terms. If the LTIP Resolution is not approved, any currently unallocated awards under the LTIP will no longer be available for grant. In addition, any awards which subsequently are cancelled, expire or terminate will not be available for re-granting under the LTIP.



## **Shareholder Advisory Vote on the Approach to Executive Compensation**

The Board of Directors believes that Shareholders should have the opportunity to understand fully the objectives, philosophy and principles the Board has used to make executive compensation decisions and to have an advisory vote on the Board's approach to executive compensation. The Board's advisory vote policy is substantially consistent with the Canadian Coalition for Good Governance's model "Say on Pay" policy for boards of directors. This non-binding advisory shareholder vote, commonly known as "Say on Pay", provides Shareholders with the opportunity to endorse or not endorse the Company's approach to its executive compensation program in the year that payments are made, as well as over a longer period of time.

At the Company's annual meeting held in 2021, 98.48% of the Shareholders voted in favour of the Company's approach to executive compensation. As this vote is an advisory vote, the results will not be binding upon the Board of Directors. However, the HR Committee and the Board of Directors will take the results of the vote into account, as appropriate, together with feedback received from Shareholders, when considering future compensation policies, procedures and decisions. Please refer to the discussion under "Say on Pay" found in Schedule A – "Statement of Corporate Governance Practices" for more details on the Company's policy with respect to this advisory vote, and how Shareholders may contact the Board of Directors with any comments or questions.

The Company's compensation policies and procedures are designed to provide a strong and direct link between performance and compensation. To assist Shareholders in making their voting decision, please refer to the Compensation Discussion and Analysis (the "CD&A") below. The CD&A describes the Board of Directors' approach to executive compensation, the details of the compensation program and the Board of Directors' compensation decisions in 2021. This disclosure has been approved by the Board on the recommendation of the HR Committee.

**The Board of Directors unanimously recommends the Shareholders vote "FOR" the Advisory (Non-binding) Resolution.** The text of the Advisory (Non-binding) Resolution is set forth below:

"Resolved, on an advisory basis and not to diminish the role and responsibilities of the Board of Directors, that the Shareholders accept the approach to executive compensation disclosed in this Information Circular delivered in advance of the 2022 annual meeting of Shareholders of the Company."

## COMPENSATION DISCUSSION AND ANALYSIS

### Human Resources Committee Letter to Shareholders

Fellow Shareholders,

The HR Committee is pleased to provide you with an overview of Extendicare's performance in 2021 and a summary of our approach to determining the compensation of our executives.

#### *Highlights from 2021*

In 2021, we experienced strong financial results, particularly in the context of the ongoing COVID-19 pandemic. The Company's executive leadership team has worked together very effectively to not only address the continuing challenges of the pandemic, but also to advance several key strategy initiatives.

Key performance highlights included:

- During the year, management negotiated three major strategic transactions, which were announced in early 2022:
  - Agreement to sell the Company's Esprit retirement business to Sienna-Sabra LP for \$307.5 million and estimated net proceeds of \$115.0 million, repositioning the Company to focus on growth in our long-term care and home health care segments where the Company can leverage its deep expertise and scale to drive performance;
  - Agreement to enter into a joint venture with Axiom to support the redevelopment of our LTC Class C homes; and
  - Agreement with Revera to acquire Revera's 15% managed interest in a portfolio of 24 LTC homes owned in partnership with Axiom, an opportunity to purchase future Revera LTC redevelopment projects and management contracts with Revera to manage an additional 32 LTC homes owned by Revera.

These transactions represent a significant transition of the Company's strategy to focus on long-term care and home health care using a less capital-intensive business model. The Company will focus its growth on operating and building new long-term care homes, while substantially reducing the amount of its own capital required to redevelop its Class C portfolio, which will allow the Company to deploy capital more efficiently and provide greater flexibility for growth initiatives, including acquisitions.

- Management continued to be proactive in taking measures to protect our residents, clients and staff from the impact of the COVID-19 pandemic. Our approach dramatically reduced the incidence of serious illness and hospitalization of our residents despite much higher infection rates in the community than experienced during previous waves of the pandemic. Some of the more significant measures include:
  - Mandatory requirement for full vaccination for all caregivers, enacted prior to government mandates, plus an ongoing focus on third and fourth doses for both staff and residents;
  - Continued PCR and rapid testing programs throughout our LTC and retirement communities; and
  - Continued commitment to take all necessary steps to address pandemic risks, including provisioning personal protective equipment, providing sick pay for staff subject to quarantine and self-isolation requirements, hiring of additional staff to protect our homes and compensation for staff attendance at vaccination clinics.
- Continued progress on LTC redevelopment with two new redevelopment projects starting construction in 2021 for LTC homes in Kingston and Stittsville. Together with our Sudbury project that commenced construction in late 2020, there are three homes now under construction representing a total investment of \$178.9 million that will replace 624 Class C LTC beds with 704 new beds. The Company has a total of 21 redevelopment projects proposed or underway that will lead to 4,600 new LTC beds, replacing 3,285 existing Class C beds across Ontario. To date, the Company has been awarded a total of 14 projects representing 2,976 beds.

- Several key indicators of our business performance experienced improvements over 2020, despite challenges related to the pandemic:
  - Average LTC and retirement community occupancy improved sequentially Q2 to Q4 2021, ending Q4 2021 up 230 bps and 320 bps, respectively, from Q4 2020;
  - Average daily volumes of home health care improved sequentially throughout 2021, up 9.8% in 2021 as compared to 2020;
  - Net Operating Income margins in home health care improved to 7.8% from 2.4%, excluding the impact of the Canada Emergency Wage Subsidy; and
  - Growth of our business-to-business services continued, most notably through a more than 18% increase in the number of beds served by our SGP Group Purchasing Partner Network.
- In our ParaMed home health care operations, staffing capacity has been impacted by the pandemic, causing disruptions during the various waves throughout 2021, including the onset of the Omicron variant late in 2021 that extended into 2022. Despite these headwinds, the Company has successfully implemented a variety of programs to expand recruitment efforts for both nursing staff and personal support workers (“PSWs”) and ParaMed’s major efforts to educate and train home support workers through its own in-house training programs. Through investment in PSW college partnerships and in-house training programs, more than 700 new caregivers graduated in 2021 and were hired for our home health care operations and we expect similar levels in 2022.

The Board has been pleased with the progress made over the last year and recent months and has confidence that the leadership team will continue to drive improved performance for all stakeholders of the Company.

#### *2021 Compensation Decisions*

The objectives of our executive compensation program are to attract, retain and motivate executives and reward for the Company’s financial and operational performance along with executives’ individual contributions. The total compensation package is designed to provide a strong and direct link between performance and compensation, and the HR Committee believes the program design is appropriate and competitive in the Canadian markets in which the Company operates.

Under our short-term incentive program (“STIP”), the Company’s 2021 financial performance was initially assessed above target. However, the HR Committee deemed it appropriate to cap payouts related to financial metrics at 100% (at target), given the extraordinary nature of the year, which included many pandemic related impacts on both revenue and costs. When combined with the quality and personal objectives, this resulted in payouts of 80.0% of target for our CEO and 89.1% to 100% for the other NEOs. The HR Committee felt these payouts were appropriate, given the achievement of financial, quality, and individual metrics in 2021. Refer to “Compensation for 2021 – Short-term Incentives Awarded in 2021” for additional details.

The end of 2021 marked the completion of the performance goal period for the 2019 PSUs, achieving a 166.71% AFFO score and 62.56% relative total shareholder return (“TSR”) score, for a total payout of 114.63% of target. Refer to “Performance of 2019 PSUs” for additional details.

The HR Committee will continue to monitor executive compensation at Extendicare, and in the broader market, to ensure we remain aligned with best practice. In 2021, our advisory Say on Pay vote received approval from 98.48% of our Shareholders. Our Board welcomes constructive engagement with our shareholders, and the HR Committee welcomes feedback on our approach to corporate governance and executive compensation. We invite you to share your comments with us by email at [chairman@extendicare.com](mailto:chairman@extendicare.com).

Sincerely,



**Donna Kingelin**, Chair  
Human Resources Committee

## Composition of the Human Resources Committee

A description of the roles and responsibilities of the HR Committee is set out under “Compensation of Senior Management” in Schedule A – “Statement of Corporate Governance Practices”. On issues related to executive compensation, part of the HR Committee’s mandate is to evaluate annually the performance of, and recommend compensation for, the CEO and other senior executives of the Company and its subsidiaries. The HR Committee reviews the design and competitiveness of the executive compensation package with a view to ensuring that the Company and its subsidiaries are able to attract and retain high calibre executive officers, and to motivate performance of executive officers in furtherance of the strategic objectives of the Company and its subsidiaries.

The members of the HR Committee are Donna Kingelin (Chair), Norma Beauchamp, Al Mawani and Alan Torrie, each of whom are independent Directors. No member of the HR Committee has been an officer of the Company or any of its subsidiaries, or has been an officer or employee of the Company or any of its subsidiaries within the last three years.

The experience of the members of the HR Committee in top leadership roles during their careers and extensive knowledge of the health care industry as well as their mix of experience in business, governmental affairs and as executives, directors, and members of compensation committees of various private and public companies, provides the collective experience, skills and insight to effectively support the HR Committee in carrying out its mandate. Further information on the background and experience that qualified each of the members for these roles and responsibilities is provided under “Business of the Meeting – Election of Directors”.

## Overview of Executive Compensation Programs

The compensation philosophy of the Company is intended to be competitive with service sector and other health care companies of comparable size and complexity in Canada in order to attract, retain and motivate its executives, and reward its executives for the Company’s financial and operational performance and their individual contributions. The compensation practices for executives are built around reward systems that recognize financial results, quality of services provided by the Company and individual performance. The total compensation package of executives is designed to provide a strong and direct link between performance and compensation, using a combination of base salary, short-term incentives achieved through annual incentive or bonus payments, and long-term incentives through grants of PSUs. The HR Committee believes the total compensation package of the CEO and other senior executives of the Company and its subsidiaries are competitive in the Canadian markets in which the Company operates.

The HR Committee ensures that risk is appropriately considered in reviewing and approving the incentive programs, in order that the incentive programs do not encourage undue risk-taking on the part of executives and that risks are accounted and adjusted for in the incentive compensation payouts. In addition, the Company has a formal clawback and reimbursement policy in respect of incentive compensation, which is further described below under “Reimbursement of Incentive Compensation”.

This CD&A reviews how the HR Committee determined the compensation for the CEO, CFO and the three other most highly compensated executive officers (collectively, the “**named executive officers**” or, “**NEOs**”). The table below sets forth the name, title and any recent changes in position of the NEOs for purposes of this CD&A:

NEO	Title	Change in Position with the Company
<b>Michael Guerriere</b>	President and CEO	Appointed to current role on October 22, 2018; and a Director since March 2018
<b>David Bacon</b>	Senior Vice President and CFO	Joined in current role on April 1, 2019
<b>John Toffoletto</b>	Senior Vice President, CLO and CS	Joined in current role on November 18, 2019
<b>Leslie Sarauer</b>	Senior Vice President and CHRO	Joined in current role on February 3, 2020
<b>Bruce Wienberg</b>	Senior Vice President, Resident Care	Joined in current role on January 4, 2021

## Review of Executive Compensation Programs

The HR Committee periodically conducts a review of the Company’s executive compensation levels and design. The specific objectives of this review are to assess the Company’s executive compensation programs and to make changes, if necessary, with a view to ensuring that such programs: are fair, competitive and aligned with the Company’s strategic plans; attract, retain and reward high performing executives; align employee interests with the interest of shareholders; and are in alignment with market practices.

The HR Committee engaged Hugessen Consulting in 2019 to support such a review, and to develop a refreshed comparator group of companies against which the HR Committee could assess the Company’s executive compensation levels and practices. The comparator group of companies consists of 12 Canadian organizations (the “**Comparator Group**”). The Comparator Group

was generated based on a broad industry scan, selected primarily based on market capitalization, revenue, and general alignment with the Company's business model. Recognizing the limited directly comparable publicly traded entities to Extendicare in the Canadian market, the Comparator Group also includes those issuers with service delivery, business-to-customer models, large diverse asset and employee bases, and exposure to government regulation.

The companies included in the Comparator Group were:

- Altus Group Limited
- Cargojet Inc.
- Chartwell Retirement Residences
- Chorus Aviation Inc.
- Corus Entertainment Inc.
- GDI Integrated Facility Services Inc.
- Horizon North Logistics Inc.
- Medical Facilities Corporation
- Real Matters Inc.
- Recipe Unlimited Corporation
- Sienna Senior Living Inc.
- Transat AT, Inc.

The table below summarizes the relevant market data relating to the Comparator Group based on data provided by Hugessen Consulting, compiled using publicly available information as at December 31, 2019.

<i>(dollars in millions)</i>		Revenue (\$) <sup>(1)</sup>	Market Capitalization (\$) <sup>(2)</sup>
<b>Extendicare</b>		1,132	752
<b>Comparator Group:</b>	75 <sup>th</sup> Percentile	1,305	1,318
	Median	794	1,112
	25 <sup>th</sup> Percentile	509	693
	Average	1,052	1,112

Notes:

- (1) Trailing twelve months' revenue data as at December 31, 2019.
- (2) Market capitalization as at December 31, 2019.
- (3) Table provided by Hugessen Consulting using data from S&P Capital IQ.

### **Base Salary**

Base salaries are reviewed at least annually within the context of the NEO's employment contract, and are established by salary ranges developed from publicly available market data and from time to time with the assistance of external consultants. The salary ranges are intended to be competitive in the markets applicable to the Company's business units and are intended to allow the organization to recruit and retain qualified employees. In addition, the HR Committee takes into consideration the executive's level of responsibility and experience, internal equity among executives, and the executive's overall performance.

### **Short-term Incentive Program**

An annual cash incentive program is provided for executive officers and other key employees of the Company and its subsidiaries that is formula-based and is measured against pre-determined financial and individual performance targets. Awards are granted on the basis of profit centre results, consolidated results, quality of services and individual performance, as measured against pre-established objectives, such as quality measures, occupancy levels, accreditation, and regulatory compliance during the year. Incentive potential or levels for each executive are established based on the individual's ability to contribute to the overall goals and performance of the Company and its subsidiaries. In assessing individual performance, the HR Committee takes into account quantitative and qualitative factors including each executive's personal objectives and their role in the overall achievement of the Company's strategic goals. Refer to the discussion under "Short-term Incentives Awarded in 2021" for a summary of the 2021 awards for the NEOs.

STIP awards for the NEOs are approved by the Board, upon recommendation by the HR Committee. To aid the HR Committee in making its determinations, the CEO provides recommendations annually to the HR Committee regarding the compensation of all other senior executives. Each senior executive, in turn, participates in an annual performance review with the CEO to provide input about his or her contributions during the year. The HR Committee retains discretion to apply its informed judgement to increase or decrease STIP awards from the results calculated by formula, to ensure that awards appropriately reflect risk as well as other unexpected circumstances that arise during the year, and to eliminate the possibility of other unintended outcomes.

### **Long-term Incentive Plan**

The Company's equity-based LTIP is designed to encourage a greater alignment of interests between executives and Directors and Shareholders in the form of PSUs for its employees and DSUs for its non-employee Directors. The LTIP received Shareholder approval at the Company's annual meeting held in May 2016. Shareholders ratified and approved the unallocated PSUs and DSUs issuable under the LTIP at a meeting held in May 2019. In 2019, the Company made certain amendments to the LTIP,

effective December 12, 2019, none of which required shareholder approval. As is required every three years pursuant to the TSX rules, Shareholder approval for the reconfirmation of all unallocated PSUs and DSUs, rights or other entitlements under the LTIP is being sought at the Meeting. A full copy of the LTIP, as amended is filed on SEDAR at [www.sedar.com](http://www.sedar.com) under the Company's issuer profile under the filing category "other security holders documents".

The Board may elect to settle PSU and DSU awards in cash, market-purchased Common Shares or Common Shares issued from treasury, after deducting applicable withholding taxes. If awards are settled in cash, the final payout amount will be calculated as the number of vested PSUs and DSUs multiplied by the LTIP FMV of a Common Share as at the redemption date. PSUs and DSUs do not carry any voting rights.

**Performance Share Units:** The LTIP provides for the grant of PSUs to employees, which is an "at-risk" notional Common Share based award, the vesting of which are subject to specified performance criteria to be determined at the time of grant. The purpose of the PSUs is to enhance the alignment of executive pay with the Company's performance and Shareholders' interests, to enhance the ability of the Company to attract and retain senior executives, and to allow participants to share in the Company's long-term success. Refer to the discussion under "Long-term Incentives Awarded in 2021" for a summary of the 2021 awards for the NEOs.

Grant date values of PSUs will be determined in the context of the eligible employee's total compensation, and sized as a percentage of his or her base salary, with the intention that the annual awards of PSUs represent a meaningful percentage of the eligible employee's total compensation. The number of PSUs granted will be calculated by dividing the grant date value of the award by the LTIP FMV of a Common Share as at the date of grant. The LTIP FMV of a Common Share, on any particular date, means the VWAP of the Common Share on the TSX during the last five trading days prior to that particular date. In addition, a PSU participant's account will be credited with dividend equivalents in the form of additional PSUs when dividends are paid on Common Shares.

PSU awards vest with a term of not less than 24 months and not more than 36 months from the date of grant, with such term to be specified at the date of grant. Vesting of PSUs is conditional on specified performance criteria, and subject to continued employment of the participant, with specific provisions in the event of the participant's death, retirement or termination of employment (subject, in each case, to the provision of any agreement between the participant and the Company). The number of PSUs that ultimately vest is determined based on a performance multiplier having a possible range of 50% (i.e., half of the PSUs) to 150% (i.e., 1.5 times the PSUs) for awards granted beginning in 2020; and 0% (i.e., no PSUs vest) to 200% (i.e., 2 times the PSUs) for awards granted prior to 2020.

The performance criteria and underlying multipliers are established at the time of grant and may be based on a combination of operational and financial measures. The PSU performance criteria for grants made since 2016 has been based on a combination of relative TSR and AFFO targets.

**Deferred Share Units:** The LTIP provides for the grant of DSUs to non-employee Directors, which is a notional Common Share based award designed to promote greater alignment of interests between such Directors and Shareholders.

The GS Committee has determined that non-employee Directors will receive 50% of their annual Board retainer in the form of DSUs, granted on a quarterly basis. Non-employee Directors have the option to receive some or all of their remaining cash retainer and meeting fees in the form of DSUs. The number of DSUs granted will be calculated by dividing the grant date value of the award by the LTIP FMV of a Common Share as at the date of grant. In addition, the DSU participant's account will be credited with dividend equivalents in the form of additional DSUs when dividends are paid on Common Shares in the ordinary course of business. DSUs vest immediately at the time of grant but do not carry any voting rights, and will be redeemed by the Company upon the non-employee Director retiring or otherwise leaving the Board (and is not otherwise employed by the Company).

**Common Shares Subject to the LTIP:** The maximum number of Common Shares which may be reserved for issuance by the Company from treasury relating to grants of PSUs and DSUs awarded under the LTIP (together with additional PSUs and DSUs credited to PSU participants and DSU participants on account of dividends paid on the Common Shares) shall not, in the aggregate, exceed 5% of the total number of issued and outstanding Common Shares from time to time on a non-diluted basis.

The table below sets out the aggregate number of DSUs and PSUs outstanding and the number of Common Shares remaining available for future issuance under the LTIP as a percentage of the number of issued and outstanding Common Shares as at each of April 7, 2022 and December 31, 2021. The number of PSUs assumes vesting at 100% of target.

Date	DSUs Granted #	PSUs Granted #	Total DSUs and PSUs Granted #	% of Common Shares Issued and Outstanding	Common Shares Remaining Available for Future Issuance Under LTIP #	% of Common Shares Issued and Outstanding
April 7, 2022	543,014	1,715,820	2,258,834	2.5%	1,981,904	2.2%
December 31, 2021	507,811	1,176,273	1,684,084	1.9%	2,556,654	2.9%

**Limitation on Issuance of Common Shares under the LTIP:** The aggregate number of Common Shares issued to insiders of the Company within any one year period, or reserved for issuance to insiders of the Company at any time by the Company from treasury under the LTIP and under all other security-based compensation arrangements of the Company, if any, shall not exceed 10% of the issued and outstanding Common Shares on a non-diluted basis.

**Amendments:** The LTIP provides that the approval of Shareholders will be required in order to:

- (a) increase the maximum number of treasury Common Shares issuable pursuant to the LTIP;
- (b) amend the determination of LTIP FMV of a Common Share under the LTIP in respect of any PSU or DSU;
- (c) modify or amend the provisions of the LTIP in any manner which would permit PSUs or DSUs, including those previously granted, to be transferable or assignable, other than for normal estate settlement purposes;
- (d) add to the categories of eligible participants under the LTIP;
- (e) remove or amend the insider participation restrictions;
- (f) change the termination provisions of PSUs or DSUs which would result in an extension beyond the original expiry date of a PSU or DSU held by an insider;
- (g) amend the amending provisions of the LTIP; or
- (h) make any other amendment to the LTIP where Shareholder approval is required by the TSX.

Subject to any required regulatory review or approval, the Board may make all other amendments to the LTIP without Shareholder approval. These amendments include, but are not limited to: the termination of the LTIP; amendments designed to comply with applicable laws or regulatory requirements; and “housekeeping” administrative changes (such as correcting an immaterial inconsistency or curing any ambiguity). The Board may not, however, without the consent of the participants, or as otherwise required by law, materially and adversely alter or impair any of the rights or obligations under any outstanding PSUs or DSUs.

The Company amended the LTIP in December 2019, to: (i) amend the payout range for PSUs to 50% to 150%, from 0% to 200%, which maintains the performance variability of the awards while ensuring the LTIP has a sufficient retention effect; (ii) allowing for continued vesting of PSUs upon retirement; and (iii) other “housekeeping” administrative changes, including amendments to the PSU granting policy to align vesting of off-cycle awards with those granted to the broader group of recipients. Such amendments did not modify the criteria under which awards granted prior thereto become vested.

The Company’s annual burn rate for the DSUs and PSU under the LTIP (being the number of awards granted, divided by the weighted average number of Common Shares outstanding) for the years ended December 31, 2019, 2020, and 2021, was as follows:

Year	Burn Rate		
	DSUs	PSUs at Target	PSUs at Maximum Multiplier
2021	0.14%	0.60%	0.91%
2020	0.14%	0.43%	0.66%
2019	0.11%	0.35%	0.70%

### **Registered Retirement Savings Plan**

The Company maintains a group registered retirement savings plan (the “RRSP”) for executives under which the employer contributes 10% of the employee’s base salary, subject to the legal limits of the plan. The employer contributions vest immediately.

### **Reimbursement of Incentive Compensation**

The Board of Directors of the Company may, in its sole discretion, to the full extent permitted by governing law and to the extent it determines that it is in the Company’s best interest to do so, require reimbursement of full or partial incentive compensation from all current or former Vice Presidents and above of the Company and its subsidiaries in the event of fraud

or material misconduct, or actions resulting in the restatement of the Company's and/or its subsidiaries financial statements that would have reduced the amount of incentive compensation had the financial results been correctly reported.

### **Restrictions on Trading and Hedging Extencicare Securities**

Senior officers of the Company and its subsidiaries, including the NEOs, are prohibited from directly or indirectly entering into financial instruments designed to hedge or offset a decrease in the market value of the Common Shares and the Company's other securities.

### **Executive Share Ownership Policy**

The Company's executive officers, including those that are not NEOs, are subject to a share ownership policy to further align executive and shareholder interests. The share ownership policy requires executives to achieve minimum share ownership levels within a five-year period from their appointment as an executive. Executives can meet their share ownership requirements through the ownership of Common Shares and PSUs/DSUs. The determination of the value of an executive's share ownership is the higher of the original acquisition cost/grant date value or current market value. The table below sets forth each NEO's eligible share-based holdings as at April 7, 2022 and ownership threshold requirements.

As of April 7, 2022, all of the NEOs have either met or are in the process of meeting their respective share ownership requirements.

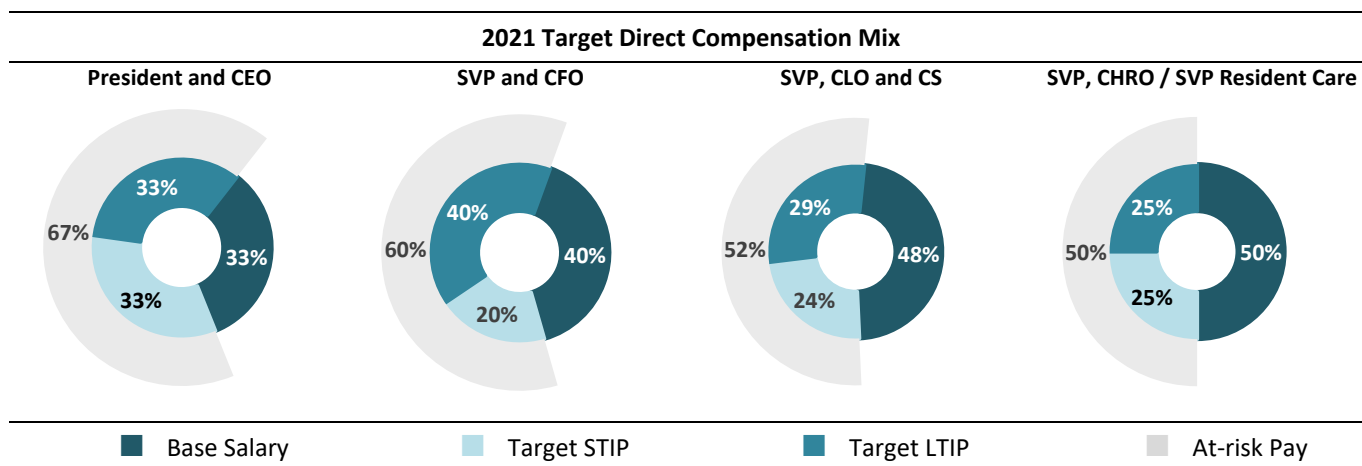
NEO	Title	Current Ownership			Ownership Requirement			
		Common Shares (#)	PSUs / DSUs <sup>(1)</sup> (#)	Total Value <sup>(2)</sup> (\$)	Multiple of Annual Base Salary	Threshold (\$)	Date to be Achieved (mm/yr)	Met or in Progress
<b>Michael Guerriere</b>	President and CEO	40,000	469,811	4,022,409	3x	1,800,000	10/23	Met
<b>David Bacon</b>	SVP and CFO	30,000	257,697	2,269,929	3x	1,200,000	04/24	Met
<b>John Toffoletto</b>	SVP and CLO and CS	23,280	127,161	1,186,979	3x	1,140,000	11/24	Met
<b>Leslie Sarauer</b>	SVP and CHRO	8,000	73,479	642,869	2x	700,000	02/25	In progress
<b>Bruce Wienberg</b>	SVP, Resident Care	8,000	49,393	452,831	2x	700,000	01/26	In progress

#### **Notes:**

- (1) In addition to PSUs granted to all of the NEOs, Dr. Guerriere's holdings include DSUs that were received during his tenure as a non-employee Director prior to his appointment as CEO in 2018.
- (2) The value of the Common Shares, PSUs and DSUs is based on the closing price for the Common Shares on the TSX on April 7, 2022 of \$7.89.
- (3) The value of Dr. Guerriere's Common Shares was \$315,600.

### **Compensation for 2021**

The following graphic summarizes the relative target direct compensation mix of annual base salary and incentive compensation for 2021 of the Company's NEOs.





### Base Salary

Base salaries are reviewed annually and may be adjusted to align with the market value of the individual's role and responsibilities and/or to recognize the individual's growth and development in his or her position. Mr. Wienberg joined the Company in January 2021. The base salaries earned in 2021 for each of the NEOs are reflected in the "Summary Compensation Table of Named Executive Officers".

NEO	Title	2021 Annualized Base Salary	Increase from 2020
Michael Guerriere	President and CEO	600,000	0%
David Bacon	SVP and CFO	400,000	0%
John Toffoletto	SVP, CLO and CS	355,000	9.2%
Leslie Sarauer	SVP and CHRO	350,000	7.7%
Bruce Wienberg	SVP, Resident Care	350,000	N/A

### Short-term Incentives Awarded in 2021

During 2021, all of the NEOs participated in the Company's STIP that is formula-based and measured against pre-determined performance targets, including financial, quality and individual performance measures. In determining the performance of the financial objectives, actual results are measured relative to the target set at the beginning of the year, and may include financial performance measures that are not recognized under GAAP, and do not have standardized meanings prescribed by GAAP. See "Non-GAAP Measures" for more information. The HR Committee has the discretion to consider adjustments for one-time or unusual items in assessing the financial performance measures of the Company and its subsidiaries. If the Company incurs serious deficiencies in care or services provided, then all or part of the NEO's annual bonus may be forfeited.

#### Target Short-term Incentive and Performance Weighting

Early in 2021 the HR Committee revised the performance weightings for certain leaders within the LTC and retirement living divisions to provide for an additional 10% allotment to quality goals to reflect the importance of continued vigilance in response to COVID-19, with the offsetting reduction to individual objectives. The table below sets forth the NEO's STIP targets for 2021 expressed as a percentage of base salary along with the corresponding financial, quality and individual performance weightings.

NEO	Title	2021 Base Salary Earned (\$)	2021 STIP Target		Performance Weighting		
			% of Salary	Amount (\$)	Financial	Quality	Individual
Michael Guerriere	President and CEO	600,000	100%	600,000	50%	20%	30%
David Bacon	SVP and CFO	400,000	50%	200,000	50%	—	50%
John Toffoletto	SVP, CLO and CS	355,000	50%	177,500	50%	—	50%
Leslie Sarauer	SVP and CHRO	350,000	50%	175,000	50%	—	50%
Bruce Wienberg	SVP, Resident Care	348,878	50%	174,439	50%	30%	20%

At the start of each year, the Board, upon recommendation of the HR Committee, adopts financial performance targets intended to guide and motivate executive officers to execute the Company's strategy over the course of the year. The HR Committee, in consultation with the CEO, assesses the financial performance against each target and recommends a financial performance score for each NEO to the Board.

The quality objectives applicable to the CEO are intended to measure key care, safety, service and performance outcomes. The Company is committed to continuous improvement in the quality of care provided to its clients, and establishes and regularly monitors a number of quality indicators. These quality indicators measure the success of service improvement programs related to wound care, medication management, fall prevention, home health care reliability and resident, family and employee satisfaction.

At the beginning of the year, individual goals are identified for each NEO and such goals align with their respective roles and responsibilities as well as with corporate objectives. The CEO's personal goals are approved by the Board on the recommendation of the HR Committee. Personal goals of the other NEOs are approved by the Board on the recommendation of the CEO, following a review by the HR Committee.

### Financial Performance

The table below sets forth the 2021 financial performance metrics, the NEO's goal weighting and the actual results. The performance scores for achievement between threshold (0%) and target (100%) and between target (100%) and stretch (150%) are determined on a linear basis. As shown below, the Company's 2021 financial performance was assessed in excess of target. However, the Board elected to cap the score achieved related to financial metrics at 100% (at target), given the extraordinary nature of the year, which included many pandemic related impacts on both revenue and costs.

(\$ in millions)	Threshold	Target	Stretch	Actual Achieved	Score Achieved	Financial Goal Weightings			
						CEO	CFO	Other C-Suite	SVP Resident Care
<b>Consolidated</b>									
Adjusted revenue <sup>(1)</sup>	\$1,106.4	\$1,164.6	\$1,222.9	\$1,226.5	150.0%	25%	25%	25%	10%
	95%	100%	105%	105.3%					
Adjusted EBITDA <sup>(2)(4)</sup>	\$63.2	\$70.2	\$77.2	\$75.8	139.7%	25%	25%	25%	10%
	90%	100%	110%	107.9%					
<b>Resident Care</b>									
Adjusted revenue <sup>(3)</sup>	\$731.5	\$771.5	\$811.5	\$842.6	150.0%				15%
	94.8%	100%	105.2%	109.2%					
Adjusted NOI <sup>(3)(4)</sup>	\$81.6	\$90.7	\$99.8	\$96.0					
	90%	100%	110%	105.9%	125.4%				15%
<b>Total financial weighting</b>					(A)	<b>50%</b>	<b>50%</b>	<b>50%</b>	<b>50%</b>
Average score achieved					(B)	144.9%	144.9%	144.9%	140.6%
<b>Performance weighted</b>					(A x B)	<b>72.4%</b>	<b>72.4%</b>	<b>72.4%</b>	<b>70.3%</b>

#### Note:

- (1) The financial measure for consolidated revenue is determined based on revenue from continuing operations of \$1,216.8 million, adjusted to include revenue from discontinued operations of \$56.7 million and to exclude government funded temporary pandemic pay of \$46.9 million.
- (2) The financial measure for consolidated Adjusted EBITDA is determined based on Adjusted EBITDA from continuing operations of \$93.9 million, adjusted to include the operating loss from discontinued operations of \$0.8 million and to exclude the Canada Emergency Wage Subsidy of \$17.4 million received by ParaMed.
- (3) The SVP, Resident Care has oversight of the LTC, retirement living, and "other" operations segments (collectively, "Resident Care"). The operating results for each of the individual segments are provided in Note 25 "Segmented Information" of the audited consolidated financial statements for the year end December 31, 2021. The financial measure for Resident Care revenue is determined based on revenue from continuing operations of \$806.2 million, adjusted to include revenue from discontinued operations of \$56.7 million and to exclude government funded temporary pandemic pay of \$20.3 million. The financial measure for Resident Care net operating income ("NOI") is determined based on NOI from continuing operations of \$96.8 million, adjusted to include the NOI from discontinued operations of \$0.8 million. The determination of the score achieved of 125.4% reflects the impact of intersegment adjustments within the business units.
- (4) These are Non-GAAP measures. Refer to the discussion under "Non-GAAP Measures" in the MD&A for the year ended December 31, 2021.

### CEO Quality and Individual Performance

Dr. Guerriere's quality and individual goals for 2021 represented 20% and 30% of his STIP award, respectively. The quality goals related to: (i) the success of the LTC homes in achieving an improvement in industry leading quality indicators; and (ii) the success of the home health care operation in increasing its reliability. The individual goals included the following: (i) execution of the strategic plan and communication of the plan to key stakeholders; (ii) effective management of the Company's on-going response to the COVID-19 pandemic; and, (iii) significant progress on key initiatives, including ParaMed transformation and LTC redevelopment. The ongoing impact of the pandemic on various aspects of the Company's operations throughout 2021 prevented the targeted improvements in both the LTC and home health care quality indicators. Accordingly and notwithstanding partial achievement of certain quality goals, Dr. Guerriere's final 2021 STIP award was nil in respect of his quality goals as target thresholds were not met and 100% in respect of his individual goals.

### CFO Individual Performance

Mr. Bacon's individual goals for 2021 represented 50% of his STIP award and included the following: (i) explore options for capital structure and financing alternatives; (ii) manage implementation of new technology platforms; (iii) achieve in-year LTC redevelopment milestones; and (iv) pursue strategic transactions. Mr. Bacon's final STIP award represented 100% achievement of his individual goals for 2021.

### Other NEO Quality and Individual Performance

Mr. Toffoletto's individual goals for 2021 represented 50% of his STIP award, and included the following: (i) improve legal department effectiveness and efficiency, including through management of external resources and building the capacity of the legal department; (ii) renegotiate key supplier and partnership agreements; (iii) pursue strategic transactions; and (iv) undertake initiatives to reduce enterprise risk. Mr. Toffoletto's final STIP award represented 100% achievement of his individual goals for 2021.

Ms. Sarauer's individual goals for 2021 represented 50% of her STIP award, and included the following: (i) continue to transform the HR department's structure and capabilities; (ii) materially advance a more comprehensive labour relations strategy; (iii) enhance recruitment programs across the business; (iv) improve alignment and effectiveness of compensation and benefits programs; and (v) strengthen leadership development. Ms. Sarauer's final STIP award represented 95% achievement of her individual goals for 2021.

Mr. Wienberg's quality and individual goals for 2021 represented 30% and 20% of his STIP award, respectively. The quality goals related to: (i) the success of the LTC homes in achieving industry leading quality indicators; and (ii) the management of the on-going COVID-19 pandemic, including implementation of vaccination programs and continued execution of regular testing programs. The individual goals included the following: (i) enhance the capacity, capability and leadership of the business units; (ii) negotiate several customer contracts / renewals; (iii) support the successful implementation of technology platforms; and (iv) develop improvement strategies for key customers. Mr. Wienberg's final STIP award represented 67% achievement of his quality goals and 95% achievement of his individual goals for 2021.

### 2021 STIP Awards

The table below sets forth the 2021 STIP results and amounts awarded to the NEOs.

NEO	Title	2021 STIP Target (\$)	Performance (% of target achieved)				2021 STIP Awarded (\$)
			Financial	Quality	Individual	Total	
Michael Guerriere	President and CEO	600,000	50%	0%	30%	80%	480,000
David Bacon	SVP and CFO	200,000	50%	–	50%	100%	200,000
John Toffoletto	SVP, CLO and CS	177,500	50%	–	50%	100%	177,500
Leslie Sarauer	SVP and CHRO	175,000	50%	–	47.5%	97.5%	170,625
Bruce Wienberg	SVP, Resident Care	174,439	50%	20.1%	19.0%	89.1%	155,400

### Long-term Incentives Awarded in 2021

In 2021, upon recommendation of the HR Committee, the Board approved PSU awards pursuant to the LTIP (the “**2021 PSU Award**”) to the NEOs as set out below. The 2021 PSU Award, granted on March 9, 2021, was sized as a percentage of the NEO's annual base salary, with the number of PSUs determined based on the LTIP FMV of \$7.04 on the date of grant, which value assumes vesting of the PSUs at 100% of target. The award cliff vests in three years on March 9, 2024.

NEO	Title	2021 PSU Award as % of Base Salary	2021 PSU Award (#)	2021 PSU Award FMV at Date of Grant (\$)
Michael Guerriere	President and CEO	100%	85,227	600,000
David Bacon	SVP and CFO	100%	56,818	400,000
John Toffoletto	SVP, CLO and CS	60%	30,256	213,000
Leslie Sarauer	SVP and CHRO	50%	24,858	175,000
Bruce Wienberg	SVP, Resident Care	40%	24,858	175,000

### PSU Performance Measures

For PSU awards granted to date, the ultimate number of vested PSUs depends on two performance metrics over the three-year “**PSU Performance Goal Period**” (being the period commencing on the first day of the fiscal year in which the award is granted and ending on the last day of the second full fiscal year after the fiscal year in which the award is granted). The two performance metrics established by the HR Committee in respect of these awards are the Company's AFFO performance relative to its annual AFFO targets and the Company's TSR performance relative to the S&P/TSX Completion Index. The performance over the PSU Performance Goal Period of the AFFO (the “**AFFO Multiplier**”) and TSR (the “**TSR Multiplier**”) are weighted equally at 50% and combined to determine the ultimate payout percentage of the PSU award, ranging from 0% to 200% for awards granted prior to 2020, and 50% to 150% for awards granted beginning in 2020, (the “**Combined Payout Percentage**”) as shown below. The score is determined on a linear basis for performance between threshold and target and target and maximum.

	Performance Level		
	Minimum	Target	Maximum
<b>Performance Multiplier</b>			
Grants made prior to 2020	0%	100%	200%
Grants beginning in 2020	50%	100%	150%
<b>Performance Metrics</b> (weighted 50/50)			
<b>AFFO component</b>	20% below target	annual budget	20% above target
<b>TSR component</b>	15% below target	At index	15% above target

The performance metrics are measured annually, with the AFFO component weighted equally for each of the three year periods and the TSR component weighted annually at 20% in addition to applying a 40% weighting to the cumulative performance of the TSR over the three-year period, as shown below.

	Performance Measurement Periods and Weighting by Period			
	Year 1	Year 2	Year 3	3-year Total
<b>AFFO component (50%)</b>	33.33%	33.33%	33.33%	N/A
<b>TSR component (50%)</b>	20%	20%	20%	40%

The Company's relative TSR is an important performance measure because it is reflective of our performance relative to companies which are subject to similar market conditions, and is an important metric of value creation. In 2016, the HR Committee determined with assistance from Huggessen Consulting, and the Board approved, the selection of the S&P/TSX Completion Index on the basis that it was a broad industry index of small- to mid-cap TSX companies that provided a relatively high degree of correlation to the Company's historical TSR. The AFFO targets are forward-looking and disclosure of them before the end of the performance period would seriously prejudice the Company's interests. As a result, targets are disclosed at the time of settlement of the awards.

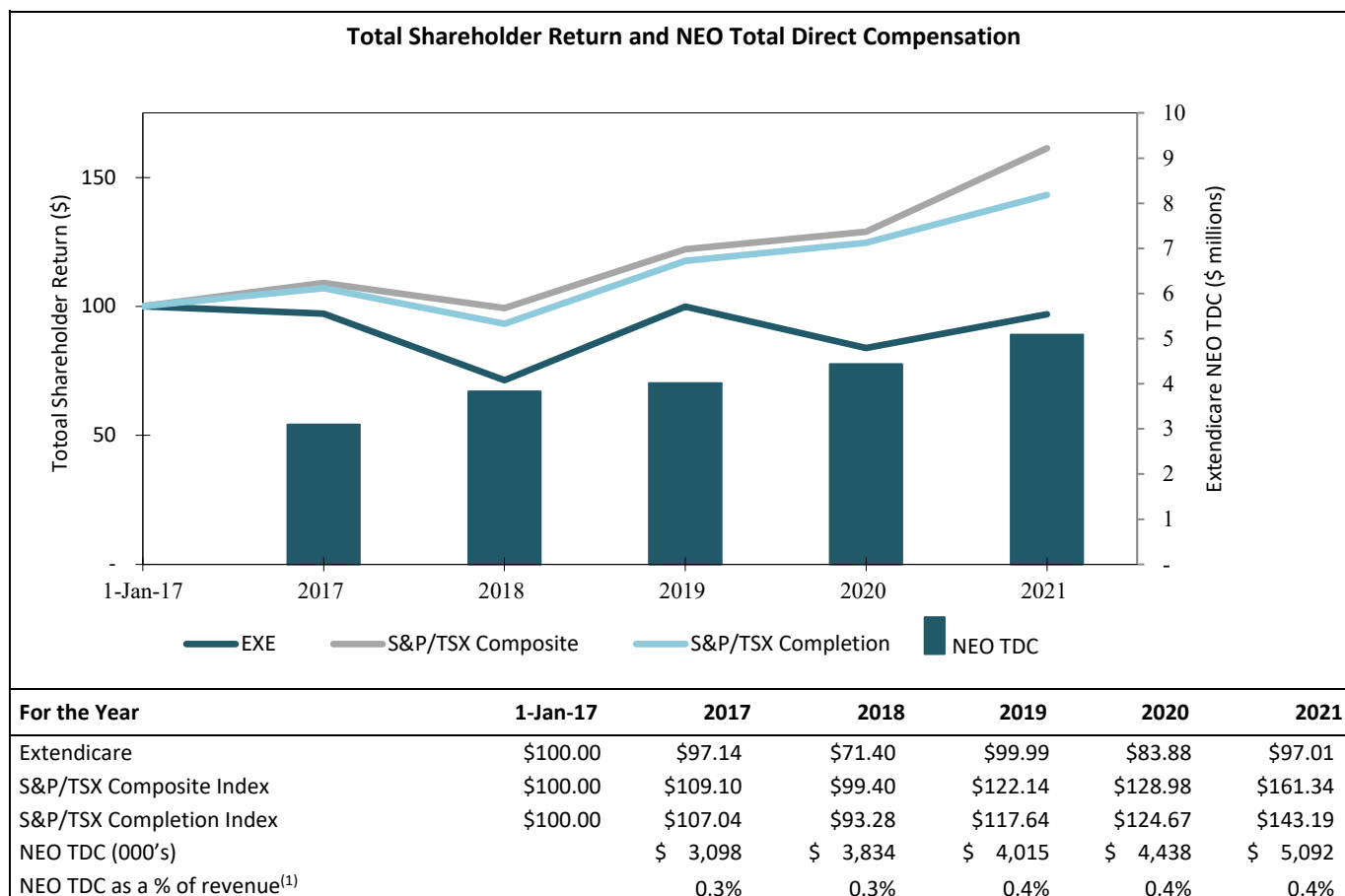
#### **Performance of 2019 PSUs**

The PSU Performance Goal Period for the PSUs awarded in 2019 (the "2019 PSU Award") ended on December 31, 2021 and was dependant on the performance metrics as set out above. In early 2022, the HR Committee reviewed the performance of the 2019 PSU Award and confirmed a Combined Payout Percentage of 114.63% based on the target and performance of each component over the three-year period as set out in the table below. The 2019 PSU Award vests on May 31, 2022.

Performance of 2019 PSUs	Target	Actual	Multiplier	Weight	Performance Score
<b>AFFO Component</b>					
2019	\$52,588	\$52,600	100.11%	33.33%	33.37%
2020	\$58,608	\$79,167	200.00%	33.33%	66.67%
2021	\$36,293	\$53,721	200.00%	33.33%	66.67%
<b>AFFO Multiplier</b> (three-year performance)					<b>166.71%</b>
<b>TSR Component</b>					
2019	26.12%	40.83%	198.06%	20%	39.61%
2020	5.97%	(15.23)%	0%	20%	0%
2021	14.86%	17.07%	2.21%	114.73%	22.95%
2019 – 2021	53.51%	38.18%	(15.33)%	0%	0%
<b>TSR Multiplier</b> (three-year performance)					<b>62.56%</b>
<b>Combined Payout Percentage</b> (50% X (166.71% + 62.56%))					<b>114.63%</b>

## Performance Graph

The following graph illustrates Extendicare's total cumulative Shareholder return over the last five years on its Common Shares, assuming a \$100 investment was made on January 1, 2017, compared to the total cumulative return of the S&P/TSX Composite Index and the S&P/TSX Completion Index (assuming all dividends are reinvested). The graph also shows the Company's total direct compensation ("TDC") of the NEOs as reported in each of the last five years.



### Note:

(1) Represents NEO TDC as a percentage of consolidated revenue from continuing operations for each of the respective periods.

For the five-year period ended December 31, 2021, the Company's total shareholder return has under-performed the S&P/TSX Composite Index and S&P/TSX Completion Index. This is a substantial change from the five-year performance period ending December 31, 2019, when the Company's total shareholder return had outperformed the indices. The main reason for this change is considered to be the impact of the COVID-19 pandemic that began in 2020 on share price performance in the seniors' care sector, and on the Company in particular as the largest publicly traded operator of LTC homes and provider of home health care in Canada, relative to other segments of the publicly traded market. Though the Company's total shareholder return in 2021 underperformed the S&P/TSX Composite index, it outperformed the S&P Completion index for the same period. Following the release of the Company's 2021 year-end results, the Company's share price increased from \$7.30 at December 31, 2021 to \$7.89 at April 7, 2022, and its total shareholder return for the three months ended March 31, 2022 of 9.25% has outperformed the S&P/TSX Composite and Completion indices total returns for the same period of 3.82% and 5.21%, respectively.

NEO total direct compensation during that same five-year period has trended higher, with year-over-year fluctuations attributable for the most part to changes in the former CEO's compensation and to changes in the constitution of the NEO group as a whole. NEO compensation is not strongly correlated to Shareholder returns in the short to medium term, in part because equity-based incentives are calculated at the time of grant, which do not reflect the actual value of compensation paid when such incentives vest. In the long-term NEO compensation is directly affected by the Company's share performance as a result of awards that vest at the end of three years in the form of PSUs, thus providing an alignment of management and Shareholder interests. PSUs under the LTIP are awarded annually to the NEOs based on a percentage of his or her base salary, ranging from 50% to 100%. In addition, the Company's STIP awards provide an "at-risk" component of compensation based on successful performance of key financial objectives. These "at-risk" components (the LTIP and STIP awards) ranged from 49% to 64% of the TDC earned in 2021.

## SUMMARY COMPENSATION TABLE OF NAMED EXECUTIVE OFFICERS

The following table sets forth all annual and long-term compensation for services in all capacities to the Company and its subsidiaries for the individuals who were, as at December 31, 2021, the CEO, CFO, and the next three most highly compensated executive officers of the Company and its subsidiaries.

Name and Principal Position	Year	Salary (\$)	Share-based Awards <sup>(6)</sup> (\$)	Annual Non-equity Incentive Plans (\$)	All Other Compensation <sup>(7)</sup> (\$)	Total Compensation (\$)
<b>Michael Guerriere<sup>(1)</sup></b> President and CEO	2021	600,000	600,000	480,000	47,191	1,727,191
	2020	600,000	600,000	467,630	45,494	1,713,124
	2019	600,000	1,116,712	329,721	44,706	2,091,139
<b>David Bacon<sup>(2)</sup></b> SVP and CFO	2021	400,000	400,000	200,000	43,243	1,043,243
	2020	400,000	400,000	200,000	35,639	1,035,639
	2019	300,000	400,000	100,000	30,732	830,732
<b>John Toffoletto<sup>(3)</sup></b> SVP, CLO and CS	2021	355,000	213,000	177,500	41,193	786,693
	2020	325,000	195,000	162,500	36,858	719,358
	2019	40,625	–	20,313	4,375	65,313
<b>Leslie Sarauer<sup>(4)</sup></b> SVP and CHRO	2021	350,000	175,000	170,635	46,514	742,149
	2020	297,917	162,500	148,958	41,402	650,777
	2019	–	–	–	–	–
<b>Bruce Wienberg<sup>(5)</sup></b> SVP, Resident Care	2021	348,878	175,000	155,400	168,504	847,782
	2020	–	–	–	–	–
	2019	–	–	–	–	–

### Notes:

- Dr. Guerriere joined the Company in October 2018 as President and CEO with an annual base salary of \$600,000. Dr. Guerriere's PSU award granted in 2019, based on a value of \$1,116,712, included a component of \$516,712 in lieu of a one-time incentive award and a PSU award for the last three months of 2018 when he joined the Company.
- Mr. Bacon joined the Company in April 2019 as Senior Vice President and CFO with an annual base salary of \$400,000.
- Mr. Toffoletto joined the Company in November 2019 as Senior Vice President, Chief Legal Officer and Corporate Secretary with an annual base salary of \$325,000.
- Ms. Sarauer joined the Company in February 2020 as Senior Vice President and Chief Human Resources Officer with an annual base salary of \$325,000.
- Mr. Wienberg joined the Company in January 2021 as Senior Vice President, Resident Care with an annual base salary of \$350,000.
- These amounts reflect PSU awards based on the LTIP FMV at the date of grant (assuming vesting at 100% of target), as summarized in the table below. These differ from those used for accounting purposes, which determine the grant date fair values based on the underlying performance metrics, applying equal weighting to each. The AFFO components are measured using the TSX closing price of the Common Share on the day prior to the date of grant. The TSR components are measured using the Monte Carlo simulation method, applying the assumptions summarized in the table below.

PSU Award / Grant Date	March 9, 2021	March 10, 2020	May 31, 2019
Vesting date	March 9, 2024	March 10, 2023	May 31, 2022
LTIP FMV (based on 5-day VWAP)	\$ 7.04	\$ 7.78	\$ 8.16
<b>Grant date fair value for accounting purposes:</b>			
Fair value of AFFO component	\$ 3.44	\$ 3.64	\$ 4.04
Fair value of TSR component	3.85	3.80	5.58
<b>Grant date fair value used for accounting</b>	<b>\$ 7.29</b>	<b>\$ 7.44</b>	<b>\$ 9.62</b>
Expected volatility of Common Shares	32.50%	19.79%	20.49%
Expected volatility of the S&P/TSX Completion Index	21.60%	11.05%	9.42%
Risk-free interest rate	0.46%	0.55%	1.40%
Dividend yield	nil	nil	nil

- (7) All other compensation includes employer contributions to RRSP programs, life insurance premiums, long-term disability (“LTD”) premiums, group accidental death and dismemberment (“ADD”) premiums, and health benefits. In addition, in respect of Mr. Wienberg, “other” includes a signing bonus of \$70,000 and relocation costs of \$55,000. The components of “all other compensation” for the NEOs are as follows:

NEO	Year	Employer Contribution to Group RRSP (\$)	Life/LTD/ADD/ Health (\$)	Other (\$)	Total (\$)
Michael Guerriere	2021	27,830	19,361	–	47,191
	2020	27,230	18,264	–	45,494
	2019	26,500	18,206	–	44,706
David Bacon	2021	27,830	15,413	–	43,243
	2020	27,230	8,409	–	35,639
	2019	26,500	4,232	–	30,732
John Toffoletto	2021	27,830	13,363	–	41,193
	2020	27,230	9,628	–	36,858
	2019	4,063	312	–	4,375
Leslie Sarauer	2021	27,830	18,684	–	46,514
	2020	27,230	14,172	–	41,402
Bruce Wienberg	2021	27,830	15,674	125,000	168,504

## INCENTIVE PLAN AWARDS

### Outstanding Share-based Awards

The following table sets forth the number and value of all share-based awards issued and outstanding as at December 31, 2021, for each NEO made under the LTIP in the form of PSUs. For a description of the LTIP, refer to the discussion above in the CD&A under “Overview of Executive Compensation Programs – Long-term Incentive Plan”.

NEO	Title	Share-based Awards	
		PSUs That Have Not Vested (#)	Payout Value of PSUs Awards That Have Not Vested (\$)
Michael Guerriere	President and CEO	339,747	2,480,155
David Bacon	SVP and CFO	176,237	1,286,533
John Toffoletto	SVP, CLO and CS	60,143	439,041
Leslie Sarauer	SVP and CHRO	49,747	363,152
Bruce Wienberg	SVP, Resident Care	26,040	190,093

The PSUs vest on the third anniversary of the date of grant, conditional on specified performance criteria and continued employment of the participant. The number of outstanding PSUs includes dividend equivalents credited to the account. The payout value of the outstanding PSUs has been calculated based on the closing price for the Common Shares on the TSX on December 31, 2021, which was \$7.30, multiplied by the number of outstanding PSUs on account, and assumes vesting at 100% of target. The 2019 PSUs vest on May 31, 2022, based on a Combined Payout Percentage of 114.63%. See “Compensation Discussion and Analysis – Compensation for 2021 – Performance of 2019 PSUs” for more information.

### Incentive Plan Awards—Value Vested or Earned During the Year

The following table sets forth the value of non-equity incentive plan compensation earned during the year. The non-equity incentive plan compensation reflects the cash payments under the annual incentive awards and corresponds to that disclosed in the above “Summary Compensation Table of Named Executive Officers”. None of the NEOs had share-based awards that vested during 2021.

NEO	Title	Non-equity Incentive Plan Compensation – Value Earned During the Year (\$)
Michael Guerriere	President and CEO	480,000
David Bacon	SVP and CFO	200,000
John Toffoletto	SVP, CLO and CS	177,500
Leslie Sarauer	SVP and CHRO	170,635
Bruce Wienberg	SVP, Resident Care	155,400

## TERMINATION AND CHANGE OF CONTROL BENEFITS

### Employment Agreements

Each of the NEOs is party to an employment agreement with the Company providing for, among other things, share ownership requirements, confidentiality covenants, and certain restrictive covenants, including non-competition and non-solicitation covenants in favour of the Company. All incentive compensation is subject to the Company's clawback and reimbursement policy. The following is a summary only and is qualified in its entirety by reference to the terms and conditions of the NEOs' employment agreements and the applicable terms and conditions of the LTIP.

The employment agreements for each of the NEOs provide for an indefinite term until terminated by either party in accordance with the provisions of their respective agreements. In addition to termination of employment due to death, their employment may be terminated at any time by the Company for "cause" or "without cause", or if they become disabled.

The NEOs are entitled to terminate their employment with the Company for "good reason", subject to providing written notification within a specified period, in the event of: (a) a material failure by the Company to comply with any provisions of their respective agreements; (b) a material diminution of their titles, duties, responsibilities or authority; (c) a reduction in their compensation, other than a uniform reduction applicable to all senior officers of the Company; or (d) an increase in the vesting period of any PSUs granted to them without prior written consent.

In the event of termination of employment due to death, or by the Company due to a disability, the NEOs are entitled to any unpaid base salary and benefits provided under employee benefit plans in which they participate through to their date of termination and a prorated portion of their target annual bonus. In addition, in the event of termination of employment due to death or disability, the NEOs are entitled to 50% of any unvested PSUs that have been granted to them after applying a Combined Payout Percentage that reflects the level of achievement of PSU Performance Goals that can be determined as at the date of termination and an achievement at target for PSU Performance Goals that are still in progress or that otherwise cannot be determined.

If employment is terminated by the Company for "cause" or if the NEOs voluntarily terminate their employment (and not for "good reason"), they will be entitled to any unpaid base salary and benefits provided under employee benefit plans in which they participate through to their date of termination. All of their unvested PSUs will be terminated and forfeited without payment.

If employment is terminated by the Company "without cause" (including, after a Change of Control) or by the employee for "good reason" (including, after a Change of Control), the NEOs, in accordance with their respective agreements, will be entitled to a payment equal to any unpaid base salary and benefits provided under employee benefit plans in which they participate through to the date of termination and a prorated portion of their target annual bonus. In addition, upon termination by the Company "without cause" or by the employee for "good reason", the NEOs, in accordance with their respective agreements, will be entitled to the following:

NEO	Base Salary	Bonus	Benefits <sup>(1)</sup>	Unvested PSUs <sup>(2)</sup>
<b>Michael Guerriere</b>				
With or without a Change of Control	24 months	24 months at target (100% of base salary)	24 months up to a maximum of \$100,000	100%
<b>David Bacon</b>				
With a Change of Control	24 months	24 months at target (50% of base salary)	12 months plus 1 month for each year of service, to a maximum of \$100,000	100%
No Change of Control	12 months plus 1 month for each year of service	12 months plus 1 month for each year of service, up to a maximum of 24 months <sup>(3)</sup> (50% of base salary)		
<b>John Toffoletto</b>				
With a Change of Control	24 months	24 months at target (50% of base salary)	12 months plus 1 month for each year of service, to a maximum of \$100,000	100%
No Change of Control	12 months plus 1 month for each year of service	12 months plus 1 month for each year of service, up to a maximum of 24 months <sup>(3)</sup> (50% of base salary)		



NEO	Base Salary	Bonus	Benefits <sup>(1)</sup>	Unvested PSUs <sup>(2)</sup>
<b>Leslie Sarauer</b>				
With or without a Change of Control	12 months	12 months at target (50% of base salary)	12 months, to a maximum of \$75,000	100%
<b>Bruce Wienberg</b>				
With or without a Change of Control	12 months plus 1 month for each year of service to a maximum of 18 months	12 months plus 1 month for each year of service, up to a maximum of 18 months <sup>(3)</sup> (50% of base salary)	12 months	100%

**Notes:**

- (1) For Dr. Guerriere, Mr. Toffoletto and Ms. Sarauer, benefits entitled upon termination exclude the Company's contribution to RRSPs.
- (2) PSUs will be paid out in accordance with the LTIP applying a Combined Payout Percentage that reflects the level of achievement of PSU Performance Goals that can be determined at the date of termination and an achievement at target for PSU Performance Goals that are still in progress or that otherwise cannot be so determined.
- (3) The severance period at December 31, 2021, was 14 months for Messrs. Bacon and Toffoletto and 12 months for Mr. Wienberg.

**Quantification of Potential Payments upon Termination or Change of Control**

The following table provides an estimate of the incremental amounts of compensation that would be paid to the NEOs in the event of their termination without cause or resulting from their resignation for good reason, and either with or without a change of control, assuming such termination was effective as of December 31, 2021, pursuant to the employment agreements outlined in greater detail above. No incremental amounts of compensation would be paid in the event of termination for cause. The actual amounts to be paid to an NEO in the event of his or her termination of employment can only be determined at the time of such termination.

NEO	Triggering Event <sup>(1)</sup>	Salary (\$)	Payment in Lieu of Bonus (\$)	Employee Benefits <sup>(2)</sup> (\$)	PSUs <sup>(3)</sup> (\$)	Total (\$)
<b>Michael Guerriere</b>	Termination without cause or for good reason (with or without a Change of Control)	1,200,000	1,200,000	38,722	2,480,155	4,918,877
<b>David Bacon</b>	Termination without cause or for good reason: With a Change of Control	800,000	400,000	50,450	1,286,533	2,536,983
	No Change of Control	466,667	233,333	50,450	1,286,533	2,036,983
<b>John Toffoletto</b>	Termination without cause or for good reason: With a Change of Control	710,000	355,000	15,590	439,041	1,519,631
	No Change of Control	414,167	207,083	15,590	439,041	1,075,881
<b>Leslie Sarauer</b>	Termination without cause or for good reason (with or without a Change of Control)	350,000	175,000	18,684	363,152	906,836
<b>Bruce Wienberg</b>	Termination without cause or for good reason (with or without a Change of Control)	350,000	175,000	43,504	190,093	758,597

**Notes:**

- (1) Refer to the discussion under "Employment Agreements" for a description of what constitutes termination for good reason.
- (2) Other is comprised of health, disability and life insurance benefits, and employer contributions to retirement savings plans for selected individuals.
- (3) The estimated aggregate value for the PSUs at December 31, 2021, represents the market value of the outstanding PSUs, as described under "Incentive Plan Awards – Outstanding Share-based Awards".

## COMPENSATION OF DIRECTORS OF EXTENDICARE

### Components of Directors' Fees

Directors who are also employees of Extendicare or any of its subsidiaries, are not compensated for their services as Directors or as members of any committee of the Board. Non-employee Directors receive at least 50% of their annual Board retainer in the form of DSUs, and have the option to receive all or a portion of the balance of their retainers and fees in the form of DSUs instead of cash. Directors may change their DSU election annually in advance of the upcoming year. For a description of DSUs pursuant to the LTIP, see "Compensation Discussion and Analysis – Overview of Executive Compensation Programs – Long-term Incentive Plan" for more information. The following table summarizes the elements of the compensation paid to non-employee Directors for the year ended December 31, 2021.

<b>2021 Components of Non-employee Directors' Fees <sup>(1)</sup></b>	<b>Cash or DSUs (\$)</b>	<b>DSUs (\$)</b>	<b>Total (\$)</b>
<b>Board annual retainer (non-Chairman)</b>	25,000	25,000	50,000
<b>Chairman annual retainer</b>	75,000	75,000	150,000
<b>Committee annual retainers:</b>			
Audit Committee Chair	25,000	–	25,000
Audit Committee members (including Chair)	5,000	–	5,000
GS Committee Chair	10,000	–	10,000
HR Committee Chair	10,000	–	10,000
INV Committee Chair	10,000	–	10,000
QR Committee Chair	10,000	–	10,000
Other committee chairs	5,000	–	5,000
<b>Per meeting fees (Board &amp; Committee)</b>	2,000	–	2,000

**Note:**

- (1) In addition to the fees set out above, non-employee Directors are entitled to a travel allowance with respect to Board and Committee meetings held outside of their vicinity of residence equal to 50% of the meeting fee, plus a further 50% of the meeting fee for each required overnight stay. As well, they are entitled to reimbursement of meeting related travel and out-of-pocket expenses, which is not considered compensation.

### Director Compensation Table

The following table outlines the compensation paid to each of the Company's non-employee Directors in 2021. Share-based awards represent the portion of the annual retainer, meeting and other fees received as DSUs in accordance with the terms of the LTIP.

<b>Name</b>	<b>Cash Fees Earned (\$)</b>	<b>Share-based Awards<sup>(1)</sup> (\$)</b>	<b>Total (\$)</b>
Norma Beauchamp	81,000	25,000	106,000
Sandra Hanington	65,000	60,000	125,000
Alan Hibben	–	142,000	142,000
Brent Houlden	–	109,000	109,000
Donna Kingelin	–	112,000	112,000
Samir Manji	42,000	50,000	92,000
Al Mawani	77,000	50,000	127,000
Alan Torrie (Chair)	–	212,000	212,000
<b>Total</b>	<b>265,000</b>	<b>760,000</b>	<b>1,025,000</b>

**Note:**

- (1) These amounts reflect the grant date values of DSUs based on the LTIP FMV, and exclude any additional DSUs credited as a result of dividend equivalents paid on Common Shares.

## Outstanding Share-based Awards

The Directors receive a portion of their Directors' fees in the form of DSUs, as described above. The following table sets forth the number and value of all share-based awards issued and outstanding as at December 31, 2021, made under the LTIP in the form of DSUs for each non-employee Director, including Dr. Guerriere who received compensation as a non-employee Director prior to his appointment as CEO in October 2018.

Name	Share-based Awards	
	Vested DSUs (#)	Payout Value of Vested DSUs (\$)
Norma Beauchamp	13,486	98,448
Sandra Hanington	47,821	349,093
Alan Hibben	116,276	848,815
Brent Houlden	23,681	172,871
Michael Guerriere	13,012	94,988
Donna Kingelin	74,844	546,361
Samir Manji	24,007	175,251
Al Mawani	32,294	235,746
Alan Torrie (Chair)	162,393	1,185,469

The number of outstanding DSUs includes dividend equivalents credited to the account. The value of the outstanding DSUs awarded to the Directors is calculated based on the closing price for the Common Shares on the TSX on December 31, 2021, which was \$7.30, multiplied by the number of outstanding DSUs on account.

## Anti-hedging and Anti-monetization

The Board has adopted a policy prohibiting the Company's insiders, which include the Directors, from directly or indirectly entering into financial instruments designed to hedge or offset a decrease in the market value of any of the Company's securities.

## Director Share Ownership Policy

Directors, who are not also executive officers of Extendicare, are subject to share ownership policy, under which Directors are expected to own Common Shares and/or DSUs equal in value to three times their annual Board retainer, valued at the higher of original acquisition cost/grant date value or market value, to be achieved within five years from the date of appointment to the Board. As of the date hereof, all of the Directors that will be continuing in office have met the share ownership requirements. See "Security Ownership and Total Value" section of each of the current Director's biographical information located under the "Business of the Meeting – Election of Directors" for more information.

## SECURITIES AUTHORIZED FOR ISSUANCE UNDER EQUITY COMPENSATION PLANS

The following table sets forth, as at December 31, 2021, certain information with respect to the Company's LTIP.

Plan Category	(a)	(b)	(c)
	Number of Common Shares to be Issued Pursuant to Outstanding PSUs and DSUs <sup>(1)</sup> (#)	Weighted Average Purchase Price of Common Shares (\$)	Number of Common Shares Remaining Available for Future Issuance Under LTIP (excluding those reflected in column (a)) <sup>(1)</sup> (#)
Equity compensation plans approved by Shareholders	1,684,084	n/a	2,556,654
Equity compensation plans not approved by Shareholders	n/a	n/a	n/a
<b>Total</b>	<b>1,684,084</b>	<b>n/a</b>	<b>2,556,654</b>

### Note:

(1) Number of Common Shares assumes vesting of PSUs at 100% of target.

## **INDEBTEDNESS OF DIRECTORS AND EXECUTIVE OFFICERS**

None of the directors or executive officers of the Company or any of its subsidiaries is indebted to the Company or any of its subsidiaries.

## **INTEREST OF CERTAIN PERSONS OR COMPANIES IN MATTERS TO BE ACTED UPON**

To the knowledge of the Board of Directors no director or executive officer of the Company, or any associate or affiliate of any of the foregoing persons, has any material interest, direct or indirect, by way of beneficial ownership of securities or otherwise, in any matter to be acted upon at the Meeting other than the election of the Directors. The directors and executive officers of the Company, as a group, beneficially own, directly or indirectly, or exercise control or direction over, an aggregate of approximately 11.3 million Common Shares, representing approximately 12.6% of the outstanding Common Shares.

## **DIRECTORS' AND OFFICERS' LIABILITY INSURANCE**

The Company, its subsidiaries and their respective directors and officers carry claims-made insurance coverage with an aggregate limit of \$55.0 million of which \$30.0 million is shared with the Company and \$55.0 million is inclusive of Side A coverage for non-indemnifiable losses, subject to terms, conditions and exclusions of the policy. The primary policy has a retention of \$500,000 applicable to the Company; no retention applies to the individual directors or officers. Under this insurance coverage, each entity has reimbursement coverage to the extent that it has indemnified any such directors and officers. The total liability is shared among the Company, its subsidiaries, and their respective directors and officers. The annual premium for the directors' and officers' liability policy that expires on October 1, 2022, was \$594,725.

## **NON-GAAP MEASURES**

Certain financial measures discussed in this Information Circular, such as "Adjusted EBITDA", "Adjusted Funds from Operations", or "AFFO", and "net operating income", or "NOI", are non-GAAP financial measures. For more information on the Company's use of non-GAAP financial measures, please see "Non-GAAP Measures", included in the MD&A of the Company's 2021 Annual Report.

These measures are not recognized under GAAP and do not have standardized meanings prescribed by GAAP. Such non-GAAP measures may differ from similar computations as reported by other issuers and, accordingly, may not be comparable to similarly titled measures as reported by such issuers.

## **AUDIT COMMITTEE INFORMATION**

The Audit Committee operates within a written mandate, approved by the Board of Directors. Information on the Audit Committee, required by National Instrument 52-110 – Audit Committees of the Canadian Securities Administrators, is disclosed in the 2021 Annual Information Form under "Audit Committee Information", and in Schedule A to this Information Circular.

## **GOVERNANCE DISCLOSURE**

National Instrument 58-101 – *Disclosure of Corporate Governance Practices* ("NI 58-101") of the Canadian Securities Administrators requires the Company to disclose, on an annual basis, its approach to governance with reference to the guidelines provided in NI 58-101. The disclosure of the Company in this regard is set out in Schedule A to this Information Circular.

## **OTHER BUSINESS**

The Board of Directors does not currently intend to present, and does not have any reason to believe that others will present, at the Meeting, any item of business other than those set forth in this Information Circular. However, if any other business is properly presented at the Meeting and may properly be considered and acted upon, proxies will be voted by those named in the form of proxy in their discretion. Proxies may also be voted in the discretion of those named with respect to any amendments or variations to the matters identified in the Notice of Meeting.

## SHAREHOLDER PROPOSALS

Shareholders who meet the eligibility requirements under the CBCA are entitled to submit a Shareholder proposal as an item of business at the next annual Shareholder's meeting. Shareholder proposals must be submitted to the Corporate Secretary of Extendicare by January 13, 2023 (at least 90 days prior to the anniversary date of the notice of the prior annual meeting). Only Shareholder proposals that comply with the CBCA requirements received by that date, and the responses of the Company, will be included in the Management Information and Proxy Circular of the Company for the annual meeting of Shareholders to be held in 2023.

## ADDITIONAL INFORMATION

Additional information relating to the Company may be found on SEDAR at [www.sedar.com](http://www.sedar.com) under Extendicare's issuer profile and on the Company's website at [www.extendicare.com](http://www.extendicare.com). Additional financial information is provided in the Company's consolidated financial statements and MD&A for the financial year ended December 31, 2021, as contained in the Company's 2021 Annual Report. A copy of this document and other public documents of the Company are available upon request to:

Extendicare Inc.  
Attention: Vice President, Investor Relations  
3000 Steeles Avenue East, Suite 400  
Markham, Ontario L3R 4T9  
Phone: 905-470-5534  
email: [investor.relations@extendicare.com](mailto:investor.relations@extendicare.com)

## APPROVAL OF DIRECTORS

The contents and the sending of this Information Circular have been approved by the Board of Directors.

**DATED** at Markham, Ontario on April 14, 2022.



**Dr. Michael Guerriere**  
President and  
Chief Executive Officer

## GLOSSARY OF TERMS

The following is a glossary of certain terms used in this Information Circular, but not including the Schedules. Words importing the singular include the plural and vice versa and words importing any gender include all genders. References to Extendicare or the Company in this Information Circular mean Extendicare Inc., either alone or together with its subsidiaries, as the context requires.

**“2019 PSU Award”** has the meaning set forth under the heading “Compensation Discussion and Analysis – Compensation for 2021 – Performance of 2019 PSUs”;

**“2021 Annual Information Form”** means the annual information form of Extendicare dated March 28, 2022, for the year ended December 31, 2021;

**“2021 Annual Report”** means the Annual Report of Extendicare for the year ended December 31, 2021;

**“2021 PSU Award”** has the meaning set forth under the heading “Compensation Discussion and Analysis – Compensation for 2021 – Long-term Incentives Awarded in 2021”;

**“Advisory (Non-binding) Resolution”** means the advisory (non-binding) ordinary resolution to accept the Company’s approach to executive compensation, as set forth under the heading “Business of the Meeting – Shareholder Advisory Vote on the Approach to Executive Compensation”;

**“AFFO”** means adjusted funds from operations, a non-GAAP measure;

**“AFFO Multiplier”** has the meaning set forth under the heading “Compensation Discussion and Analysis – Compensation for 2021 – PSU Performance Measures”;

**“Audit Committee”** means the audit committee of the Board of Directors;

**“Axiom”** means Axiom Infrastructure Inc. and its affiliates;

**“Board”, “Board of Directors” or “Directors”** means, at any time, the individuals who are the directors of Extendicare;

**“Broadridge”** means Broadridge Investor Communications Corporation in Canada and its counterpart in the United States;

**“CBCA”** means the *Canada Business Corporations Act*, R.S.C. 1985, c. C-44, including the regulations promulgated thereunder, in either case as amended;

**“CD&A”** means compensation discussion and analysis;

**“CEO”** means Chief Executive Officer;

**“CFO”** means Chief Financial Officer;

**“CHRO”** means Chief Human Resources Officer;

**“Change of Control”** means:

- (1) the acceptance of an offer, whether made by way of take-over bid or otherwise, by a sufficient number of holders of voting securities of the Company to constitute the offeror, together with persons or companies acting jointly or in concert with the offeror, a securityholder being entitled to exercise 50% or more of the aggregate number of voting rights attaching to the outstanding voting securities of the Company;
- (2) the completion of an arrangement, consolidation, merger, amalgamation, recapitalization or other form of reorganization of the Company with or into any other person or company and the holders of Common Shares and any other voting securities of the Company immediately prior to the completion of the reorganization will hold 50% or less of the aggregate number of voting rights attaching to the outstanding voting securities of the continuing entity upon completion of the reorganization;
- (3) the completion of a sale whereby all or substantially all of the undertakings and assets of the Company on a consolidated basis become the property of any other person or company and the holders of Common Shares and any other voting securities of the Company immediately prior to that sale hold 50% or less of the aggregate number of voting rights attaching to the outstanding voting securities of the other person or company immediately following the sale; or

(4) any other event which in the opinion of the Board constitutes a change of control of the Company;

**“CLO and CS”** means Chief Legal Officer and Corporate Secretary;

**“Common Shares”** means the common shares in the capital of Extendicare Inc.;

**“Combined Payout Percentage”** has the meaning set forth under the heading “Compensation Discussion and Analysis – Compensation for 2021 – PSU Performance Measures”;

**“Computershare”** means Computershare Trust Company of Canada, the registrar and transfer agent of the Company;

**“DSU”** means a deferred share unit granted under the LTIP, representing the right to receive a cash payment equal to the LTIP FMV of a Common Share (determined in accordance with the LTIP), or its equivalent in fully paid Common Shares;

**“Extendicare”** or the **“Company”** means the corporation known as “Extendicare Inc.”, which continued as one corporation as a result of the amalgamation of 8067929 Canada Inc., Extendicare Holding General Partner Inc., 8120404 Canada Inc. and Extendicare Inc. effective July 1, 2012, and which is the successor to Extendicare Real Estate Investment Trust;

**“GAAP”** means generally accepted accounting principles as recommended in the Chartered Professional Accountants of Canada Handbook at the relevant time;

**“GS Committee”** means the governance and sustainability committee of the Board of Directors;

**“HR Committee”** means the human resources committee of the Board of Directors;

**“Hugessen Consulting”** means Hugessen Consulting Inc.;

**“Information Circular”** means the management information and proxy circular of Extendicare Inc. dated April 14, 2022, together with all schedules thereto, distributed to Shareholders in connection with the Meeting;

**“INV Committee”** means the investment committee of the Board of Directors;

**“LMI”** has the meaning set forth under the heading “Business of the Meeting – Corporate Orders and Bankruptcies”;

**“LTC”** means long-term care;

**“LTIP”** means the long-term incentive plan adopted and approved by Shareholders in 2016, as amended;

**“LTIP FMV”** means, on any particular date, the VWAP of a Common Share on the TSX during the last five (5) trading days prior to that particular date;

**“LTIP Resolution”** means the ordinary resolution in respect of the Company’s LTIP, as set forth under the heading “Business of the Meeting – Approval of the Extendicare Long Term Incentive Plan”;

**“MD&A”** means management’s discussion and analysis of financial condition and results of operations;

**“Meeting”** means the annual and special meeting of Shareholders to be held on May 26, 2022, commencing at 10:30 a.m. EDT and all postponements or adjournments thereof, to consider and vote on the matters set out in the Notice of Meeting;

**“Named Proxyholder”** has the meaning set forth under the heading “General Proxy Matters – Voting Instructions for Registered Shareholders – Voting by Proxy”;

**“NEO”** means a named executive officer under National Instrument 51-102 – *Continuous Disclosure Obligations* of the Canadian Securities Administrators;

**“Non-registered Shareholder”** means a Shareholder who holds their Common Shares in the name of a “nominee”, such as a bank, trust company, securities broker or other financial institution;

**“Notice of Meeting”** means the notice of the Meeting that accompanies this Information Circular;

**“ParaMed”** means ParaMed Inc., a corporation incorporated under the laws of Canada and a subsidiary of the Company, which provides home health care services in Canada under the business name ParaMed Home Health Care;

**“Plan”** has the meaning set forth under the heading “Business of the Meeting – Corporate Orders and Bankruptcies”;

**“PSU”** means a performance share unit granted under the LTIP representing the right to receive a cash payment equal to the LTIP FMV of a Common Share (determined in accordance with the LTIP), or its equivalent in fully paid Common Shares;

**“QR Committee”** means the quality and risk committee of the Board of Directors;

**“Record Date”** has the meaning set forth under the heading “General Proxy Matters — Record Date and Voting Rights”;

**“Registered Shareholder”** means a Shareholder who holds Common Shares in such Shareholder’s own name;

**“Revera”** means Revera Inc. and its affiliates;

**“Sandpiper Group”** means collectively, Sandpiper Real Estate Fund 2 Limited Partnership, Sandpiper Real Estate Fund 3 Limited Partnership, Sandpiper Real Estate Fund 3 Limited Partnership, Sandpiper GP 2 Inc., Sandpiper GP 3 Inc., and Sandpiper GP 4 Inc.;

**“SEDAR”** means the System for Electronic Document Analysis and Retrieval;

**“Shareholders”** means the holders of Common Shares from time to time;

**“STIP”** means the Company’s short-term incentive program;

**“Transfer Agent”** means Computershare Investor Services Inc., the registrar and transfer agent of the Company;

**“TDC”** has the meaning set forth under the heading “Compensation Discussion and Analysis – Performance Graph”;

**“TSR”** means total shareholder return, which refers to the total return of a stock to an investor (the capital gain plus dividends);

**“TSX”** means the Toronto Stock Exchange;

**“TSXV”** means the TSX Venture Exchange; and

**“VWAP”** means the volume-weighted average trading price.



**SCHEDULE A**  
**EXTENDICARE INC.**

**STATEMENT OF CORPORATE GOVERNANCE PRACTICES**

This statement of corporate governance practices sets out Extendicare Inc.'s ("**Extendicare**" or the "**Company**") overview of its corporate governance practices, as assessed in the context of National Instrument 58-101 – *Disclosure of Corporate Governance Practices* ("**NI 58-101**") and National Policy 58-201 – *Corporate Governance Guidelines* of the Canadian Securities Administrators. This overview has been prepared by the Governance and Sustainability Committee (the "**GS Committee**") and has been approved by the board of directors (the "**Board of Directors**", the "**Board**" or "**Directors**") of the Company.

**Overall Responsibilities of the Board**

The Board of Directors is responsible for the overall stewardship of the business and affairs of the Company, including overseeing the Company's financial and strategic planning and direction, as well as management's implementation of the Company's plans. In fulfilling its responsibilities, the Board delegates the day-to-day authority to management of the Company, while reserving the ability to review management decisions and exercise final judgement on any matter. The Board reviews and approves on an annual basis the corporate objectives developed and adopted by the senior management team. The Board discharges its responsibilities directly and through committees. The Board and committee members operate under charters that clearly define their roles and responsibilities.

**Independence of Directors**

Independence of the Board of Directors is essential to fulfilling its role in overseeing the Company's business and affairs. Pursuant to a resolution of the Board of Directors, the number of directors of Extendicare to be elected at the May 26, 2022 annual meeting of holders of common shares ("**Common Shares**") of the Company (the "**Shareholders**") has been fixed at nine. Information relating to each of the nine nominees proposed for election as directors of Extendicare is set out in the "Business of the Meeting – Election of Directors" section of the management information circular (the "**Information Circular**") relating to such meeting. The Board of Directors have determined that eight of these nine individuals are "independent", as determined in accordance with NI 58-101. By virtue of Dr. Guerriere's current role as President and Chief Executive Officer, he is a non-independent Director. All committees of the Board are composed entirely of independent Directors.

Details of other reporting issuers on which Directors also sit as board members are disclosed under "Business of the Meeting – Election of Directors" in this Information Circular. At present six of the nine nominees are independent board members of another publicly listed company, none of which exceed three such boards.

The roles of Extendicare's Chief Executive Officer (the "**CEO**") and Board Chairman are separate. The Board has implemented the practice of holding *in camera* non-management director meetings at each meeting of the Board to enable open and frank discussion.

**Director Attendance**

Board members are expected to attend all Board meetings and meetings of committees on which they serve. The Board met on 14 occasions during 2021, at which attendance averaged 99%. Each Director's attendance record at Board meetings held during the 2021 financial year is described under the "Business of the Meeting – Election of Directors" section of this Information Circular.

**Board Mandate**

The mandate of the Board of Directors is attached as Schedule B to this Information Circular.

**Position Descriptions**

The Board of Directors has developed a written position description for its Chairman and for the chair of each of its committees.

The Board of Directors has developed a written position description for the CEO that outlines the basic functions and responsibilities of the CEO. The CEO's responsibilities include, among other things: leading the business with the objective of providing quality care and service excellence to clients and customers; providing maximum profit and return on invested capital; establishing current and long-range objectives, plans and policies; representing Extendicare with its major clients, and the public, and building an industry leading management team.

## **Orientation and Continuing Education**

A handbook has been developed that contains Board of Directors and committee mandates, codes of conduct, policies and other relevant information. Materials are updated annually, or more frequently as necessary. To ensure that the members of the Boards remain fully informed about Extendicare's operations on a continuing basis, management reports on Extendicare's and its subsidiaries' activities and on various aspects relevant to the business on an on-going basis, during regularly scheduled Board meetings and through periodic mailings. Management from the main operating divisions are invited to Board of Directors meetings to provide the Directors with an overview of the current issues and business strategies. In addition, meetings are periodically combined with tours of the senior care centers of Extendicare so that the Directors can gain greater insight into the business operations.

## **Ethical Business Conduct**

Extendicare maintains an approved Business Conduct Policy for its directors, officers and employees, for which no waivers have currently been sought or granted. The Business Conduct Policy addresses conflicts of interest, confidentiality, protection of the assets, fair dealing, and compliance with laws, rules and regulations, and it encourages reporting of any illegal or unethical business practices. Anyone may obtain a copy of the Business Conduct Policy on SEDAR at [www.sedar.com](http://www.sedar.com) under Extendicare's issuer profile or on Extendicare's website at [www.extendicare.com](http://www.extendicare.com).

In circumstances in which the Board of Directors must consider transactions and agreements in respect of which a Director or executive officer has a material interest, the nature of such interest is declared, and the affected individual does not participate in the vote on the matter.

## **Nomination and Compensation of Directors**

Extendicare's **GS Committee** is composed of three members who are all independent Directors. On issues relating to the nomination of directors to the Board, the GS Committee makes recommendations as to the size and composition of the Board; reviews qualifications of potential candidates for election to the Board; recommends for the approval of the Board the nominees for the Board of Directors for presentation to each annual meeting of Shareholders; and makes recommendations with respect to the membership of committees. The GS Committee assesses the effectiveness of the Board, the committees and the contributions of individual Directors. These assessments include the use of formal surveys (see "Assessment of Directors"). The GS Committee identifies individuals who it believes bring the attributes necessary to ensure the Board consists of individuals with strengths in a number of different areas required to meet Extendicare's needs.

The GS Committee also oversees issues of governance as it applies to Extendicare and recommends amendments to governance procedures where appropriate. Any Director who wishes to engage outside advisors with respect to the affairs of Extendicare, at the expense of the Company, may do so by submitting a request through the GS Committee.

The GS Committee is also responsible for annually revising and recommending to the Board the compensation of the Board and committee members. In arriving at its recommendations, the GS Committee reviews external and internally prepared surveys to compare the compensation paid by the Company with compensation paid to directors in other organizations.

The GS Committee met on five occasions during 2021, with full attendance at each meeting.

## **Assessment of Directors**

The GS Committee is responsible for and has established a formal process for assessing the effectiveness of the Board and its committees and the contributions of individual directors.

The process for the assessment of board effectiveness as well as the contributions of individual directors, which includes peer review, is conducted over a three-year period and then repeated. In the first year of the process, as was the case in 2019, each director is interviewed, which may be facilitated by an external consultant, and asked to assess (i) the performance of every other board member and (ii) the overall performance of the Board as a whole and identify areas of improvement. The goal of the peer assessment is to provide candid feedback to individual Directors and to stimulate insight and motivate developmental action and enable Directors to enhance their individual contributions to Board and committee work. Directors are also asked to complete a short questionnaire on key dimensions of board effectiveness. The feedback is consolidated and a report developed for each director. The Chair then meets with each director to review results and develop an action plan specific to each director. The process concludes with the Board having a working session to review the results of the assessment and finalize a Board action plan. Both individual director plans and the board action plan are then tracked and augmented in each of the subsequent two years through surveys and one-on-one interviews with the Chair.

## **Diversity Among the Board and Executives**

Extendicare believes that a Board and senior management team comprised of highly qualified individuals that reflect the diverse populations of the communities in which Extendicare operates results in effective decision making and supports Extendicare's commitment to strong corporate governance. The Board has adopted a written diversity policy (the "**Diversity Policy**") by which Extendicare will promote diversity on the Board and senior management team. In support of the Diversity Policy, the GS Committee, in recommending future nominees for election to the Board and the President and CEO, in recruiting and hiring senior management, considers diversity criteria such as gender, race, religion, ethnicity, sexual orientation, physical ability, geographic representation, age and other characteristics of the communities in which Extendicare operates.

### ***Board Diversity***

The Board strongly believes in the benefits of a diverse Board, which include accessing a broader pool of qualified candidates and different perspectives, experiences and ideas which enhance decision making and provide the opportunity for innovation. Accordingly, consideration of the number of women who are directors, along with consideration of other diversity criteria, are important components of the selection process for nominees. In support of the Diversity Policy, when recommending nominees to the Board, the GS Committee develops and recommends strategies for identifying and attracting diverse candidates. Further, the Board has established that Extendicare will maintain a Board composition in which at least 30% of its directors are women.

As of the date hereof, three of the Company's nine Directors (33%) are women. Two of the Company's nine Directors (22%) self-identify as a visible minority, and none self-identify as a person with disabilities or as an Indigenous person. Adherence to the Diversity Policy will be assessed by the Board and the GS Committee on an annual basis. As part of the GS Committee's assessment, it will consider the level of representation on the Board of the various diversity criteria outlined in the Diversity Policy, including the representation of women. The Board will also have the opportunity to evaluate the Board's effectiveness, including effectiveness of the Diversity Policy, through the Board's self-assessment process, see "Statement of Corporate Governance Practices – Assessments of Directors", for more information. The GS Committee will review the Diversity Policy at least annually and may recommend changes in order to achieve the goals outlined in the Diversity Policy.

### ***Executive Diversity***

Extendicare employs a mix of formal and informal policies and practices, including the Diversity Policy and Business Conduct Policy, aimed at promoting a diverse workforce. The Company also focuses on the development and advancement of women, along with consideration of other diverse individuals, as an integral part of the senior management team, which includes both executive officers and senior positions reporting directly to executive officers. Extendicare considers many factors, including necessary skills and experience required when recruiting and hiring senior management. Diversity criteria, including level of representation of women in senior management, is also considered during recruitment and hiring. While there are currently no targets with respect to diversity in executive officer positions, Extendicare recognizes that in order to achieve a representative balance in senior management it must develop strategies for identifying and attracting candidates with diversities for recruitment. Such strategies include engaging the services of external advisors where necessary to help identify future candidates who possess the necessary skills and experience as well as developing its internal talent to ensure that where possible, there will be highly qualified persons within Extendicare available to fill vacancies. To that end, Extendicare has made it an organizational goal to identify and address obstacles that may hinder the progression of individuals with diversities into senior management.

As of the date hereof, nine out of twenty-one executive officers (43%), including Extendicare's Senior Vice President and Chief Human Resources Officer, are women. Four out of twenty-one executive officers (19%) self-identify as a visible minority, and none self-identify as a person with disabilities or as an Indigenous person.

As part of the GS Committee's assessment of the Diversity Policy, it will consider the level of diversity, including gender diversity, visible minorities, persons with disabilities and Indigenous persons, in the senior management team. The GS Committee will also review the Diversity Policy at least annually and may recommend changes to achieve Extendicare's diversity goals for senior management.

The commitment to diversity, as well as its promotion, expressed in the Diversity Policy also applies to Extendicare's recruitment, hiring and advancement practices in respect of all of its employees.

## **Environmental, Social and Governance (ESG) Responsibility**

The Company has a stated mission to help people live better, an important pillar of which is ESG. The Board's GS Committee has oversight of ESG, along with the Audit Committee in respect of ESG related financial information disclosure, with support and engagement from the Board and management. Extendicare is proud to share its inaugural ESG report attached as Schedule C to this Information Circular. Although this is the Company's first formal ESG report, Extendicare has always been committed

to ESG and ESG conscious practices have long been interwoven throughout the Company's strategy and operations, from the way the Company powers and retrofits its long-term care homes to the diversity of Extendicare's personnel.

### **Majority Voting Policy**

The Board's majority voting policy is summarized in this Statement of Corporate Governance Practices, a full copy of which is posted on the Company's website at [www.extendicare.com](http://www.extendicare.com). The policy stipulates that in an uncontested election of Directors held at a meeting of Shareholders, any nominee for director who receives a greater number of votes "withheld" from his or her election than votes "for" such election (an "**Affected Director**") shall promptly tender his or her resignation to the Chairman of the Board following certification of the Shareholder vote, to take effect upon acceptance of the Board.

The GS Committee will promptly consider the Affected Director's resignation and will recommend to the Board whether to accept or reject the Affected Director's resignation. The GS Committee shall be expected to recommend to the Board that it accept the Affected Director's resignation absent exceptional circumstances. In making its recommendation to the Board, the GS Committee will consider factors determined to be relevant by its members, including the reasons, if ascertainable, why Shareholders "withheld" votes for election from the Affected Director. The GS Committee may adopt such procedures as it sees fit to assist it in making decisions under the policy.

The Board shall act on the GS Committee's recommendation to accept or reject the Affected Director's resignation within 90 days following the date of the applicable Shareholders' meeting. In considering the GS Committee's recommendation, the Board will consider the factors considered by the GS Committee and such additional information and other factors which the Board determines to be relevant, and, absent exceptional circumstances, shall accept the Affected Director's resignation. Promptly following the Board's decision to accept or reject the Affected Director's resignation the Company shall disclose the decision in a press release, which will include an explanation of the process by which the decision was reached and, if applicable, the Board's reasons for rejecting the Affected Director's resignation. The Company shall provide a copy of the press release to the Toronto Stock Exchange.

The Affected Director will not participate in the GS Committee's recommendation or the determination made by the Board. However, the Affected Director shall remain active and engaged in all other committee and Board activities, deliberations and decisions during the GS Committee and Board process.

### **Board Renewal**

Extendicare is committed to Board refreshment. To strike a balance between retaining directors with deep knowledge of the Company and adding directors with a fresh perspective, the Board will seek to maintain an average tenure of 12 years or less for its independent directors as a group. As of April 7, 2022, the average tenure is five years. In addition, the Board believes that its robust Board evaluation and peer review process described above also assists in achieving the appropriate level of renewal of the Board's membership. As part of that process, the Board periodically reviews its composition to ensure that it continues to have the ideal mix of skills, perspectives, experience and expertise to effectively oversee management, and provide fresh ideas and viewpoints while not losing the insight and experience of longer serving directors and in particular their in-depth knowledge of the Company. The Company believes that it is important to achieve an appropriate balance of both to ensure the effectiveness of the Board. In addition, the Board assessment and peer review process encompasses an assessment of the independence of directors, including any impacts on a Directors' independence as a result of his or her tenure on the Board.

### **Compensation of Senior Management**

Extendicare's Human Resources Committee (the "**HR Committee**") is composed of four members who are all independent Directors. The HR Committee reviews the compensation of senior management with a view to ensuring that the level of compensation reflects performance. The HR Committee recommends to the Board of Directors for its approval the compensation to be given to the CEO and other senior executives of Extendicare and its subsidiaries. The HR Committee is responsible for planning succession to the position of the CEO and for reviewing the performance of the CEO on an annual basis, and for monitoring the development of senior management. Further information on how the HR Committee determines the compensation of the CEO and senior officers can be found under "Compensation Discussion and Analysis" in this Information Circular.

### **Executive Succession Planning**

Extendicare has established an ongoing review of, and succession plans for, members of its senior leadership team, including the President and CEO. The results culminate in an executive management succession plan and talent management plan which is reported to and discussed at least annually with the HR Committee. The Board monitors the development and performance

of the President and CEO and other senior management against such plans and determines hiring, internal moves and development in support of the plans.

Extendicare recognizes that successful succession planning requires adequate talent management, including strategies for both identifying and attracting future candidates who possess the necessary skills and experience, as well as developing its internal talent to ensure that, where possible, there will be highly qualified candidates within Extendicare to fill vacancies.

### **Say on Pay**

Since 2010, Shareholders have participated in an annual non-binding advisory vote on Extendicare's approach to executive compensation, commonly known as "Say on Pay", which gives Shareholders the opportunity to endorse or not endorse Extendicare's approach to its executive compensation program.

At the annual meeting of Extendicare held in May 2021, 98.48% of the Shareholders voted in favour of Extendicare's approach to executive compensation.

The Board of Directors' policy on "Say on Pay", as adopted in 2010, is summarized in this Statement of Corporate Governance Practices, a full copy of which is posted on the Company's website at [www.extendicare.com](http://www.extendicare.com), and on SEDAR at [www.sedar.com](http://www.sedar.com) under Extendicare's issuer profile. The Board of Directors believes that this policy is meaningful to its Shareholders and is substantially consistent with that proposed by the Canadian Coalition for Good Governance and with other issuers.

The Board of Directors believes that Shareholders should have the opportunity to fully understand the objectives, philosophy and principles the Board of Directors has used in its approach to executive compensation decisions and to have an advisory vote on the Board's approach to executive compensation.

The result of the advisory vote will be disclosed as part of the Company's report on voting results for its annual meeting. The HR Committee and the Board will take the results of the vote into account, as appropriate, together with feedback received from Shareholders, when considering future compensation policies, procedures and decisions. In the event that a significant number of Shareholders oppose the resolution, the Board will consult with its Shareholders (particularly those who are known to have voted against it) to understand their concerns and will review the Company's approach to compensation in the context of those concerns. Shareholders are encouraged to contact the Board of Directors to discuss their specific concerns.

### **Shareholder Engagement**

The Board of Directors believes that active engagement with Shareholders and other stakeholders is important to facilitating open, informed and constructive dialogue with Shareholders and accordingly has adopted a Shareholder Engagement Policy. In addition to the Company's annual Shareholder meeting and quarterly results presentations, all of which are webcast and broadly available, senior management also meet with Shareholders through investor conferences and individual meetings.

The Board appreciates that active communication and engagement with Shareholders is an important part of its oversight of the Company.

Management is principally responsible for Shareholder communications and engagement, and Shareholders may communicate their views to management through Extendicare's investor relations group by contacting:

**In writing:** Extendicare Inc.  
Attention: Vice President, Investor Relations  
3000 Steeles Avenue East, Suite 400  
Markham, ON L3R 4T9

**By email:** [investor.relations@extendicare.com](mailto:investor.relations@extendicare.com)

At the same time, the Board wishes to ensure there is the opportunity for direct dialogue between Directors and Shareholders. Shareholders are encouraged to initiate communications directly with the Board. To do so, Shareholders should deliver a sealed envelope or email, in each case marked "Confidential", to:

**In writing:** Extendicare Inc.  
Attention: Chairman of the Board  
3000 Steeles Ave. East, Suite 400  
Markham, Ontario L3R 4T9

**By email:** [chairman@extendicare.com](mailto:chairman@extendicare.com)

The Board also reaches out to key shareholders periodically, either directly or with the assistance of Extendicare's Investor Relations team, and offers to meet with them to discuss any matters of interest.

The GS Committee will ensure that shareholder engagement is considered annually and discussed in the Committee's annual report to the Board.

#### **Other Board Committees**

In addition to the HR Committee and the GS Committee described above, Extendicare's other standing committees are the Audit Committee, the Quality and Risk Committee (the "**QR Committee**") and the Investment Committee (the "**INV Committee**"). From time to time, the Board may also establish special committees to review and make recommendations on specific matters. Copies of each of the committee's mandates may be found on the Company's website at [www.extendicare.com](http://www.extendicare.com).

Information on the Audit Committee, required by National Instrument 52-110 – Audit Committees of the Canadian Securities Administrators, is disclosed in the Company's 2021 Annual Information Form under "Audit Committee Information", which is available on SEDAR at [www.sedar.com](http://www.sedar.com) under Extendicare's issuer profile.

#### **Quality and Risk Committee**

Extendicare's QR Committee is composed of four independent Directors. The primary objective of the QR Committee is to assure that Extendicare and its operations have in place the programs, policies and procedures, including an enterprise-wide risk management framework and action plan, to support and enhance the quality of care provided and compliance with applicable health care laws and regulations. The QR Committee's responsibilities include providing oversight of Extendicare's clinical, compliance and quality programs; monitoring Extendicare's clinical performance and outcomes against internal and external benchmarks; reviewing policies, procedures and standards of conduct designed to provide the appropriate quality of care, client safety and compliance with applicable laws and regulations; and overseeing and monitoring the Company's enterprise risk management framework, overall risk profile and risk management policies, procedures and programs. The QR Committee met on four occasions during 2021, with full attendance at each meeting.

#### **Investment Committee**

Extendicare's INV Committee is composed of four independent Directors. The primary objective of the INV Committee is to review and, if deemed advisable, recommend to the Board acquisition, investment and divestiture transaction proposed by senior management of the Company. The INV Committee's responsibilities include reviewing such transactions with management and periodically reviewing the execution, financial results and integration of completed acquisition and investment transactions.

**SCHEDULE B**  
**EXTENDICARE INC.**

**MANDATE OF THE BOARD OF DIRECTORS**

The board of directors (the “**Board**”) of Extendicare Inc. (“**Extendicare**” or the “**Company**”) is responsible for the stewardship of the business and affairs of the Company, including the strategic planning process, approval of the strategic plan, the identification of principal risks and implementation of systems to manage these risks.

The Board has the responsibility to oversee the conduct of the business of the Company and to supervise management, which is responsible for the day-to-day conduct of the business. The Board’s fundamental objectives are to enhance and preserve the business of the Company and its underlying value. In performing its functions, the Board should consider the legitimate interests its stakeholders, such as employees, customers and communities, may have in the Company. In supervising the conduct of the business, the Board, through the Chief Executive Officer of the Company (the “**CEO**”), shall set the standards of conduct for the enterprise.

The following points outline the key principles or guidelines governing how the Board will operate to carry out its overall stewardship responsibility.

**Number of Directors**

The articles of the Company provide that the Board may have a minimum of one director and a maximum of twenty directors, with the number of directors from time to time within such range being fixed by resolution of the Board. The ideal size of the Board will provide a diversity of expertise and opinion, as well as efficient operation and decision-making. At least 25% of the directors of the Company shall be resident Canadians.

The governance and sustainability committee of the Board (the “**GS Committee**”) will review the size of the Board annually and make a recommendation to the Board if it believes a change in the size of the Board would be in the best interests of the Company. The Board should have an appropriate mix of skills, knowledge and experience in the business and an understanding of the industry in which the Company operates. Directors are required to commit the requisite time for all of the business of the Board and to demonstrate integrity, accountability and informed judgement. At least a majority of the Board will be comprised of directors who are determined to be “independent”, as defined in applicable securities laws and the rules or guidelines of any stock exchange upon which the securities of the Company are listed for trading.

**Director Nomination**

The GS Committee shall be responsible for recommending to the Board suitable candidates for nominees for election as directors.

**Election and Term**

Directors shall be elected by the shareholders at each annual meeting of shareholders to hold office for a term expiring at the close of the next annual meeting. The directors may, between annual meetings of shareholders, appoint one or more additional directors for a term to expire (subject to further appointment) at the close of the next annual meeting of shareholders, but the number of additional directors so appointed shall not at any time exceed one-third of the number of directors who held office immediately after the expiration of the immediately preceding annual meeting of shareholders.

**Vacancy**

A quorum of directors may fill a vacancy among the directors, except a vacancy resulting from an increase in the minimum and maximum number of directors or from a failure to elect the minimum number of directors provided for in the articles. If there is not a quorum of directors, or if there has been a failure to elect the minimum number of directors provided for in the articles, the directors then in office shall forthwith call a special meeting of shareholders to fill the vacancy and, if they fail to call a meeting or if there are no directors then in office, the meeting may be called by any shareholder. A director appointed or elected to fill a vacancy shall hold office for the unexpired term of his or her predecessor.

**Review of Independence of Outside Directors**

The GS Committee will review on an annual basis any relationship between outside directors and the Company which might be construed in any way to compromise the designation of any director as being independent or unrelated to the Company. The objective of such review will be to determine the existence of any relationships, to ensure that the composition of the Board remains such that at least a majority of the directors are independent and unrelated and that where relationships exist, the director is acting appropriately. A director should bring to the attention of the Chairman and the GS Committee any potential conflicts of interest as they arise.

Directors shall disclose all actual or potential conflicts of interest and refrain from voting on matters in which the director has a conflict of interest. In addition, a director should excuse himself or herself from any discussion or decision on any matter in which the director is precluded from voting as a result of a conflict of interest or which otherwise affects his or her personal, business or professional interests.

### **Board Meetings**

Meetings of the directors shall be called and held in accordance with By-Law No. 1 of the Company. The Board may invite any of Extendicare's officers, employees, advisors or consultants or any other person to attend meetings of the Board to assist in the discussion and examination of the matters under consideration by the Board. Attendees will be excused for any agenda items that are reserved for discussion among directors only.

### **Committees**

The directors may appoint from their number one or more committees of directors and, subject to By-Law No. 1 of the Company, may grant or delegate to the committees such authority and such powers as the directors may in their sole discretion deem necessary or desirable. Unless otherwise determined by the directors, a quorum for meetings of any committee shall be a majority of its members and each committee shall have the power to appoint its chairman. Each member of a committee shall serve during the pleasure of the directors and, in any event, only so long as he or she shall be a director.

The Board shall appoint from among the directors an audit committee of the Board (the "**Audit Committee**") to consist of not less than three members. The composition of the Audit Committee shall comply with applicable securities laws, including National Instrument 52-110 – Audit Committees.

### **Board and Committee Meeting Agendas and Information**

The Chairman and the CEO, in consultation with the Secretary, will develop the agenda for each Board and committee meeting. Agendas will be distributed to the Board or committee members before each meeting, and all members shall be free to suggest additions to the agenda in advance of the meeting.

Whenever practicable, information and reports that are important to the Board's or committee's understanding of meeting agenda items will be circulated to the directors and committee members in advance of the meeting. Reports may be presented during the meeting by members of the Board, management and/or staff, or by invited outside advisors. It is recognized that under some circumstances, due to the confidential nature of matters to be discussed at a meeting, it may not be prudent or appropriate to distribute written materials in advance.

### **External Advisors**

Each director shall have the authority to retain outside counsel and any other external advisors as appropriate with the approval of the GS Committee.

As well, the Board or any of its committees may conduct or authorize investigations into any matters within their respective scope or responsibilities. As such, the Board or any of its committees are authorized to retain and determine funding for independent professionals to assist in the conduct of any such investigation.

### **Contacts with Senior Management**

All of the directors shall have open access to senior management of Extendicare. It is expected that directors will exercise judgement to ensure that such contact is not disruptive to the operations of Extendicare. Written communications from directors to members of management shall be copied to the Chairman and CEO of the Company.

### **Board/Committee Assessment**

The Board, through the GS Committee, shall establish and conduct orientation and education programs for new directors through which the performance expectations for members of the Board shall be communicated. The GS Committee shall implement a process for assessing the effectiveness of the Board as a whole, the committees and the contributions of individual directors, which may include the use of periodic formal surveys.

### **Senior Management Succession Planning**

The Board shall have responsibility for the appointment and evaluation of the performance of the CEO and senior officers of the Company and its subsidiaries and shall require the human resources committee of the Board (the "**HR Committee**") to make recommendations with respect to such matters. The HR Committee shall monitor, review and provide guidance in respect of executive management training, development and succession planning.



### **Directors' and Senior Management Compensation**

The GS Committee shall be responsible for making recommendations to the Board concerning the compensation of directors, and the HR Committee shall be responsible for making recommendations concerning the CEO and senior officers of the Company and its subsidiaries. The recommendations of the HR Committee shall include the adequacy and form of compensation, including the use of incentive programs and awards made pursuant thereto. The HR Committee shall review senior management's performance against the objective of maximizing shareholder value, measuring their contribution to that objective, and overseeing compensation policies.

### **Strategic Planning**

The Board will adopt a strategic planning process to establish the objectives and goals for Extendicare's business, approve the strategic plans and monitor corporate performance against those plans.

### **Managing Risk**

The Board shall have overall responsibility for assessing the principal risks facing the Company, ensuring the implementation of the appropriate strategies and systems to manage such risks, and reviewing any material legal matters relating to the Company as a whole or its investment in any major operating business.

### **Communications Policy**

The Board shall approve Extendicare's core public disclosure documents disseminated to shareholders and the investing public, including the annual report, management information and proxy circular, annual information form, interim quarterly reports and any prospectuses. The Audit Committee shall review and recommend for approval to the Board the quarterly and annual financial statements, including the related management's discussion and analysis, press releases relating to financial matters and any other financial information contained in core public disclosure documents. The Board requires that Extendicare make accurate, timely and effective communication to shareholders and the investment community.

The Board shall have responsibility for reviewing the Company's policies and practices with respect to disclosure of financial and other information, including insider reporting and trading. The Board shall approve and monitor the disclosure policies designed to assist the Company in meeting its objective of providing timely, consistent and credible dissemination of information, consistent with disclosure requirements under applicable securities law. The Board shall review the Company's policies relating to communication and disclosure on an annual basis.

Generally, communications from shareholders and the investment community will be directed to either of the Chief Executive Officer, Chief Financial Officer, Director of Investor Relations, or Corporate Secretary of Extendicare to provide an appropriate response depending on the nature of the communication. It is expected that, if communications from stakeholders are made to the Chairman or to other individual directors, management will be informed and consulted to determine any appropriate response.

### **Internal Control and Management Information Systems**

The Board shall review the reports of management of Extendicare and the Audit Committee concerning the integrity of the Company's internal control and management information systems. Where appropriate, the Board shall require management of Extendicare and the Audit Committee to implement changes to such systems with a view to ensuring integrity of such systems.

### **Corporate Governance Policy**

The Company shall make full and complete disclosure of its system of corporate governance on an annual basis in its annual shareholder documents and/or securities commission filings where required, and on its website. The Board, through the GS Committee, shall have the responsibility for developing the Company's approach to governance issues, including the responsibility for this disclosure.

### **Environmental, Social and Governance (ESG)**

The Board, through the GS Committee, shall oversee and monitor the Company's ESG strategy, including execution against the ESG strategy by management. The GS Committee is accountable for public ESG reporting, along with the Audit Committee in respect of ESG related financial information disclosure, and it is expected that the GS Committee will regularly review general ESG trends and internal Company reports regarding ESG impacts. Where appropriate, the GS Committee may implement processes required to ensure the integration of ESG priorities into the Company's business practices. Ultimately, the GS Committee is responsible for making recommendations to the Board in respect of ESG and ensuring the Company's continuing commitment to ESG.

**SCHEDULE C**  
**EXTENDICARE INC.**

**ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) INSIGHTS**

***Caring for Today, Growing for Tomorrow***

**Introduction**

In keeping with our mission to help people live better, Extendicare is pleased to share our inaugural Environmental, Social and Governance (ESG) Insights.

Like everything we do, our approach is focused on people. Driven by our ongoing commitment to improve our own care programs and the sector in which we operate, our primary goal is to provide exceptional care for all those we serve in long-term care and home care communities today, while building capacity to serve the growing needs of those who will need our care tomorrow.

Our mission to help people live better is led from the very top of the organization, with the clinical expertise and health sector experience of our CEO, Chief Medical Officer, senior leadership and Board of Directors, through to the dedicated, passionate teams that deliver frontline care.

Being of service to residents and their families and fostering a community where they can thrive is at the core of our values. As a leader in seniors' care in Canada, we recognize that we have a great responsibility – and privilege – to create a place where residents are safe, cared for, and feel they belong. We are continuously working to increase our social impact both in the very personal moments with an individual in our care, and in our efforts to improve systems, processes and programs that will create positive change year over year – and for generations of Canadians to come.

This year's ESG Insights, which marks the beginning of Extendicare's annual ESG disclosure, is overseen by the Board's Governance and Sustainability Committee, with ongoing support and engagement from the rest of the Board and management. Our ESG Insights reflect the commitment of our Executive Leadership Team to deliver care at the highest level, across the company. While this is our first opportunity to explicitly detail our ESG initiatives to date, we have a long tradition of advancing ESG strategies to improve the communities where we live and work.

**Our Care**

**Committed to Improving Care, Every Day**

The COVID-19 pandemic – which continues at the time of this report – exposed systemic societal issues, including chronic weaknesses in our health-care system and significant challenges that have burdened the long-term care sector in particular for decades. Tragically, the pandemic has halted or reversed progress in public health and shortened life expectancy in many countries ([un.org](https://www.un.org/)).

At Extendicare, we are embracing this opportunity to lead change in the sector, applying both our clinical expertise and experiences from the pandemic to build a better future for seniors' care.

In 2021, we launched [Improving Care](#), our national, multi-year plan to improve the care we provide.

The plan consists of five pillars with a focus on quality enhancement and enhancing team members' skills to:

1. Improve the quality of life for those we care for;
2. Support the success of our team;
3. Engage residents and families as partners in care and organizational change;
4. Replace or upgrade older long-term care homes; and
5. Increase transparency and accountability.

We have committed to providing regular updates that communicate our progress.

**Evolving Our Practices**

Our organization-wide commitment to enhance the quality of care we provide across every home we operate and the care we deliver to our home health care clients means we are always seeking new ways to evolve our practices.

#### Key highlights:

- In 2020, we hired our first Chief Medical Officer, Dr. Matthew Morgan, to develop clinical strategies and coordinate their implementation organization-wide. Dr. Morgan has extensive experience as a health systems leader with a strong background in performance management, quality improvement and digital health.
- We greatly expanded our team of quality, infection prevention and control, resident safety and resident-experience experts, providing support across the organization. Our newest team members have advanced graduate degrees and experience in acute care, rehabilitation medicine, community care and system planning.
- As part of our commitment to continuous improvement, Extendicare voluntarily participates in Accreditation Canada's national standards program, to assess our services and help us improve our quality, safety, effectiveness, and experience for residents and families. We successfully completed a review of Extendicare's long-term care homes across Canada in 2021, achieving Accreditation with Commendation. ParaMed will complete a similar accreditation survey this year.

Our objective is to make continuous improvements in the experience and satisfaction of residents, home health care clients, and their families in alignment with the UN Sustainable Development Goal #3 – *To Ensure Healthy Lives and Promote Well-Being for All at All Ages*. We do this by improving the overall experience for residents and supporting their physical, psychological, emotional, and social needs. We recognize seniors as active agents of societal development and value their contributions. Doing so – and helping others to do so – will help us achieve transformative, inclusive, and sustainable development outcomes.

#### Health Care Expertise Serves as our Foundation

Our mission 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 healthcare 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 (MDS), and President and CEO of Joseph Brant Hospital. He also served as Chair of the Board of Trillium Health Partners and currently chairs Green Shield Canada.
- Board Director Norma Beauchamp has twenty-five years' experience as a senior executive in the pharmaceutical industry. She served as CEO of Cystic Fibrosis Canada and also sits on the boards of Ontario Caregivers Organization and ALS Canada.
- Board Director Donna Kingelin is a Registered Nurse 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.

#### Collaboration and Innovation

Our commitment to continuous improvement across the health care system calls on us to deliver value and contribute to innovative concepts, beyond our own operations and services. By working in collaboration with health system partners, we can achieve results faster and implement new solutions that will benefit Canadians. Extendicare works with the acute care sector and various public bodies to innovate and close care gaps.

Extendicare recently joined a McMaster University research consortium, sharing our long-term care data with researchers exploring clinical and health systems questions. Results from these studies will provide valuable insight on how best to manage the impact of an aging population on Canada's need for a range of supports and residential options, including home care, retirement and assisted living homes, and long-term care/nursing homes. These studies aim to elicit preferences for eldercare and residential options and how these preferences may have shifted because of the pandemic. These results will be critical to Extendicare and the entire seniors' care sector as we assess how to optimize infrastructure and human capital planning. We believe strongly in transparency and enabling access to information for research today that will improve the lives of Canadians tomorrow.

## Building Partnerships across the Health System

Partnerships are essential to bridging care gaps and leading innovation in the health sector. In the past year we have established several partnership opportunities with like-minded organizations in the public sector as well as health care associations and hospitals, including:

- In May 2021, Extendicare partnered with The Ottawa Hospital to deliver collaborative care outside of hospital at our West End Villa transitional care unit. The unit's 55 beds are offered to alternate level of care (ALC) patients who no longer require acute-level hospital care. By working together, Extendicare and The Ottawa Hospital are better able to meet the diverse health care needs of the Ottawa community, while also alleviating hospital capacity pressures. Clinical staff from the hospital provide extra care beyond what would be available in a standard long-term care home. All of the residents at West End Villa benefit from having access to the hospital's academic family health team.
- Throughout 2021 and into 2022 as Omicron surged, ParaMed collaborated with Waterloo Region Public Health to operate a mobile COVID-19 vaccination clinic, offering vaccine doses to thousands of home-bound patients and 1,500 educators prior to the return of in-person learning in schools. Our dedicated ParaMed nurses travelled through the region enabling critical access to vaccines at early stages of both the second and third dose provincial roll-out initiatives.

We also work closely with government, public service, and sector partners in all regions where we operate:

- We support Extendicare Bayview resident Devora Greenspon's advocacy work as a member of the Technical Committee on national long-term care standards and Extendicare Brampton resident Murray Woodcock as a Board Member of the Ontario Association of Residents' Councils, benefitting residents across Ontario and Canada.
- Extendicare hosted five consultation workshops to help inform the development of National Long-Term Care Standards, and several subject matter experts across our engineering, clinical and quality teams participated in federal sessions to share firsthand learnings and help inform policy development.
- In January 2021, prior to the implementation of COVID-19 rapid testing across health care settings and communities, Extendicare conducted a rapid testing pilot initiative within several of our Ontario long-term care homes. We pioneered the use of rapid testing in long-term care homes in the province and shared findings with government to help inform policy development early in the health system's testing policy journey.
- In July 2021, we coordinated with a community health partner, a hospital, a regional health body and the Alzheimer Society of Canada to submit a proposal to create a dedicated unit in one of our homes to provide specialized services to residents with complex behaviours.

## Prioritizing Team Growth and Workforce Development

Ensuring our team members are well-equipped with the tools they need is a significant focus of our ESG initiatives and a key pillar of our Improving Care plan. This includes training and development to build the leadership and technical skills needed to serve residents.

Highlights of our work in this area include:

- The Leadership Academy is a comprehensive development program that provides leaders with the opportunity to build critical operational, clinical and leadership skills. The Academy delivers learning in various formats and equips leaders with skills to effectively lead their teams and increase care excellence.
- We hosted approximately 400 leaders from across the organization at our virtual National Conference. The theme of the conference in 2021 was *Leading Change*, providing support to leaders across divisions as we collaborate on a journey of organizational change and health sector transformation. In addition to receiving training on specific leadership expectations and learning about key corporate initiatives, participants were able to connect with colleagues and build skills and knowledge as change leaders.
- Over the last year, Extendicare:
  - Organized the National Leaders Orientation quarterly for new long-term care administrators, executive directors, directors of care and new head office team members.
  - Provided clinical training to 1,700 students, between ParaMed and long-term care, helping to educate a new generation of care providers.
  - Organized dedicated forums to share best practices across Resident Care and ParaMed, leveraging our national scale for the exchange of success stories across demographic regions.
  - Focused on a range of recruitment initiatives to build employment skills, including relationships with colleges, the Ontario government, the YWCA, the Centre for Skills, and the Newcomer Job Centre.

- To support and improve the care we provide we launched a number of new team training initiatives, including:
  - A regional advanced practice nursing education and practice model for skin and wound care, ostomy and continence, piloted first in Ontario and then rolled out across our network.
  - A gold standard palliative care education program, to train all clinical team members and supporting physicians in a holistic approach to end-of-life care, in partnership with Pallium, the national leader in palliative care training.

### **Engaging Residents, Families and Teams**

Working in partnership with our primary stakeholders strengthens our efforts to serve residents, their families, and team members. We make a considerable effort to actively engage their feedback on a regular basis, provide channels for open dialogue and to share ongoing progress through surveys, regular updates, and face-to-face meetings.

- Our annual long-term care satisfaction survey provides an opportunity for residents and families to make their voices heard and provide input on where they think we can make improvements. This year, we heard from more than 6,000 residents and family members, and their valuable perspectives will continue to guide and improve our day-to-day operations.
- In 2021, we launched a dedicated Partners-in-Care email inbox to invite suggestions from team members, residents, and families on changes we can advance now and into the future.
- All families and team members connected to our long-term care homes receive monthly letters directly from the CEO, including updates on recent initiatives and information about upcoming activities.
- At the regional level, we host monthly meetings via the Resident Experience Action Council for Homes, which provides an opportunity for residents, families and team members to share their concerns, challenges and develop solutions collaboratively.
- At a home level, we engage residents, families and team members in a variety of ways, including via the Family Council, the Residents' Council, virtual townhall meetings, in-person family meetings and monthly email updates.

### **Our People**

Our dedicated team is the foundation of Extendicare's ability to provide high-quality care to residents and patients. We take a multi-pronged approach to supporting teams at all levels to prioritize safety and wellness, build workplace culture, and create a strong and diverse leadership team.

#### **Prioritizing Safety, Wellness and Support for Our Team Members**

Protecting the physical and mental health and safety of our team members has always been a priority and taking extra measures including introducing new and additional supports for our teams, was a critical focus during the pandemic.

Our teams across Extendicare continue to work courageously on the front lines and demonstrate their resiliency, compassion, and dedication to care on a daily basis. In response to the additional challenging demands as a result of the pandemic on our team members and their families, we expanded our employee services to meet their needs.

Additional supports provided to team members and their families included:

- Recruiting a Director of Health, Safety & Wellness to focus specifically on health and safety protocols for staff during the pandemic.
- Offering unlimited paid time off for any team member who was required to quarantine or self isolate following COVID exposure. For staff who felt more comfortable staying in hotels during the pandemic in order to protect their families, we covered the full cost of accommodations to support individual and family needs.
- Leveraging our Employee and Family Assistance program to support our team members and their families 24/7. This program helped to support our team members and their families who needed additional support, whether it was in emotional well-being, managing relationships and family situations, dealing with workplace challenges, financial guidance, or other needs.
- Providing employees with a new wellness app called LifeWorks with easy-to-access education, well-being programs and resources to support their physical and mental health.
- Sponsoring educational and counselling sessions to support our team members in managing mental health through the pandemic.

## **Leading Our Sector with Mandatory Vaccinations**

In August 2021, we partnered with the largest seniors' care operators in Canada to implement a national [mandatory vaccination policy](#) for all team members working in our long-term care homes, home care and retirement homes.

We supported our team by offering paid time off for all team members to get vaccinated, including reimbursement for travel expenses that may have been incurred to get to a clinic. Our extensive national education campaign to educate and encourage vaccination for staff was offered in more than 20 languages and helped us to achieve a 100% vaccination rate among our team members currently working across all retirement homes, long-term care and ParaMed teams. We are grateful for their commitment to help protect themselves, their peers, their families and the clients we care for.

## **Recognizing and Rewarding Exemplary Work on Our Teams**

In spring 2021, we introduced the national Care Champion Program to celebrate and recognize the hard work, dedication, and passion of our incredible team across all divisions of the organization, who help improve care every day.

All Care Champions are nominated by fellow team members, residents, patients, and families for going above and beyond in their work. Since the program's inception, 30 Care Champions have been recognized with a suite of prizes and an online profile outlining their exemplary service.

## **Building a Strong Work Force for the Future**

At Extendicare, we work continuously to support our team members and foster their development, learning and career advancement.

Extendicare works hard to ensure and maintain positive, strong and collaborative relationships with the various unions that represent our team members across the country. Nearly 15,000 of our more than 20,000 team members are unionized, including almost 95% of all long-term care team members. We recognize and respect our team members' right to union representation.

## **Scholarship Programs**

Every year, we invest in scholarships for children of Extendicare employees.

- In 2021, we awarded 18 scholarships of \$2,000 each to children of full-time or part-time team members from across our organization (ParaMed, Extendicare LTC, Esprit and SGP).
- Our scholarship program includes the Livergant Scholarship, notably named after Extendicare Canada's founder who dedicated his life to improving the Canadian health care system with a focus on long-term care. This scholarship program – initiated in his honour – is awarded to the children of Extendicare team members who are pursuing careers in health care.
- Extendicare provides financial awards for health sciences students, including the Extendicare Nursing Award and the ParaMed PSW Award at George Brown College, the Extendicare Masters Scholarship in Gerontology and the Extendicare Nurse Practitioner Scholarship through the Canadian Nurses Foundation.

## **Establishing a Strong and Diverse Leadership Team**

Effective leadership starts at the top and we recognize the value of diversity in our organization. We are committed to ensuring the highest standards for our organization through a strong governance framework and leadership at our board and executive level. This includes ensuring that our board and executive team represent the diversity of our teams, patients and the communities we serve.

We are proud to be recognized within the Globe and Mail's top 500 Canadian companies, through the 2022 Women Lead Here list, for representation of women in leadership roles. We earned this award in part due to our robust diversity policy, which is reviewed annually by our Governance and Sustainability Committee and seeks to promote diversity throughout our board, executive and management ranks.

We pursue gender balance throughout all our teams, including the leadership teams. Currently, women represent:

- 33% of Extendicare's Board Directors; and
- 43% of executives and vice-presidents.

In total, nearly 70% of leadership positions across Extendicare are held by women.

## **Ensuring Ethical Leadership and Strong Corporate Governance**

Building a better future for seniors' care demands that we also continuously seek to strengthen the management framework for our internal operations.

Our Extendicare Board is composed of nine directors, eight of whom are independent, including the Chairman of the Board.

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

## **Increasing Accountability Through Our Whistleblower Program**

Our Whistleblower Policy and program is another way that we are increasing accountability across our homes and communities as part of our Improving Care plan. This anonymous and confidential program provides a channel 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

The program is managed through an independent service provider, overseen by our Legal Department and managed by Human Resources. We are committed to investigating every concern brought to our attention about wrongdoing responsibly, openly, and professionally.

## **Fostering a Robust Risk Management Approach**

Our Board of Directors plays an important role in overseeing an enterprise-wide approach to risk management. The Board's focus on effective risk oversight is critical to setting the tone and promoting a culture of effective risk management through strategy setting, formulating high-level objectives, and approving broad-based resource allocations focused on risk mitigation.

We leverage both a top-down and bottom-up approach to assess risk across the organization. The top-down risk identification and assessment supports a formalized, ongoing understanding of the enterprise risk profile, while the bottom-up approach produces the operational and corporate risk profile.

## **Our Communities**

### **Giving Back to Our Communities**

In the early days of the pandemic, when COVID-19 began to make its unprecedented impacts on the health care system, Extendicare co-founded the Canadian Alliance to Protect and Equip Seniors Living (CAPES), to procure sufficient personal protective equipment (PPE) for the senior living sector nation-wide. During the first wave, when local supplies of PPE were inadequate or not appropriately accessible, CAPES procured and distributed more than 15 million pieces of PPE, mobilizing an online supply hub to connect nearly 200 smaller retirement and long-term care home operators across Canada with critical safety supplies that would later become entrenched within pandemic response.

Inspired by the dedication and extraordinary efforts of team members in Canada's seniors' living sector, Extendicare also helped to establish the Senior Living CaRES Fund, together with Chartwell Retirement Residences, Revera Inc. and Sienna Senior Living.

- The CaRES Fund provides one-time financial grants of up to \$10,000 to eligible employees of long-term care and retirement operators in Canada facing challenging financial circumstances amid the COVID-19 crisis.
- As of January 2022, more than 872 frontline staff in the sector have received funds totaling more than \$2.9 million in emergency financial assistance since contributions first began in May 2020.
- The CaRES Fund is open to all operators, sector partners and the community to join in expanding the legacy and resources that will continue to recognize the dedication of employees in the sector for years to come.

In addition to the CaRES Fund, Extendicare continues to support initiatives that share in our mission and vision of improving seniors' care in Canada.

- Since 2013, Extendicare has been a proud partner of the Alzheimer Society of Canada (ASC) and we have hosted fundraising events that raised almost \$1 million in support of their important work.

- Over the past three years, we have donated more than \$150,000 to the Research Institute for Aging (RIA). These funds have helped to support RIA's work in developing and sharing resources, services, education, and training to support enhanced quality of life and care for older adults, while enabling research to be applied in real-time in real-life settings.

### **Modernizing Care Environments Today and into the Future**

Each of us can help improve the environment for the residents we have the privilege of serving today and the growing number of seniors who will need care tomorrow.

To help create a sustainable future, we recognize enhancements to care must be anchored by ongoing investment in the places residents call home and our foundational systems that support our teams' work.

We are proactively upgrading or enhancing all homes, regardless of age, to ensure that IT capacity does not stand in the way of connections with loved ones. We are actively working to upgrade Wi-Fi at every home in our network. Existing buildings are receiving upgrades to improve air conditioning and new furniture that can be easily wiped down and sanitized to better support infection prevention and control.

Across Extendicare, we are doing our part to increase the use of technology and digital solutions to limit paper waste. Our IT roadmap prioritizes initiatives that digitize administrative requirements, reduce paper use, and minimize administrative work for frontline workers, allowing them more time for care. Efficient, online systems replace time-consuming, manual forms, and new tools designed to improve communications with every one of our more than 20,000 team members will ensure they have access to information and support resources in real-time.

### **Building Environmentally Sustainable Communities for the Future**

We are committed to replacing or redeveloping all older long-term care homes in our network. Starting with three projects underway today in Ontario, we have committed over \$400 million to construct new homes to modern design and sustainability standards.

We have been awarded new and replacement beds for 14 redevelopment projects from the Government of Ontario to replace older homes, and replace them with new, state-of-the-art designs, including the three redevelopment projects currently under construction.

We will continue to advance development across our network, modernizing current homes and adding capacity to strengthen the system for the future. The recent announcement of our partnership with Axium Infrastructure will also help us in achieving this goal. Axium is a Canadian investment firm with an enduring commitment to long-term care. Working together, we will expand our current redevelopment plans in even more communities across the country.

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

In addition to the above, through our redevelopment program our new buildings are designed to include the following energy-saving initiatives:

- Low flow toilets
- Heat recovery (HRU) 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

Our new builds underway today in Stittsville, Kingston and Sudbury, ON, also include low-flow plumbing fixtures throughout for water conservation, operable windows in all resident areas to provide natural ventilation and light, variable air flow systems in all non-resident areas for energy conservation, and on-site bike parking. These design initiatives are a standard part of our new building program that will be used in all future projects.

### **Looking Ahead**

We are very proud to share our first ESG Insights with you. Our commitment to Extendicare's ESG journey is a priority for the Board and senior leadership team and is an integral part of our entire organization. Our dedication to serve residents and patients at the highest-level demonstrates our readiness to deliver continuous improvement for residents, patients, our community and the environment. We look forward to sharing more details on our progress in this regard next year.



