

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 Extencicare's operations on a continuing basis, management reports on Extencicare'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 Extencicare so that the Directors can gain greater insight into the business operations.

Ethical Business Conduct

Extencicare 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 under Extencicare's issuer profile or on Extencicare's website at www.extencicare.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

Extencicare'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 Extencicare's needs.

The GS Committee also oversees issues of governance as it applies to Extencicare and recommends amendments to governance procedures where appropriate. Any Director who wishes to engage outside advisors with respect to the affairs of Extencicare, 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 Extencicare'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.extencicare.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

Extencicare 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

Extencicare'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 Extencicare 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

Extencicare 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, and on SEDAR at 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

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

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, Extencicare'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.extencicare.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 under Extencicare's issuer profile.

Quality and Risk Committee

Extencicare's QR Committee is composed of four independent Directors. The primary objective of the QR Committee is to assure that Extencicare 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 Extencicare's clinical, compliance and quality programs; monitoring Extencicare'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

Extencicare'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 Extencicare'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 Extencicare. It is expected that directors will exercise judgement to ensure that such contact is not disruptive to the operations of Extencicare. 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 Extencicare'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 Extencicare'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 Extencicare 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 Extencicare 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 Extencicare 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 Extencicare 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, Extencicare 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, Extencicare 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 Extencicare Bayview resident Devora Greenspon's advocacy work as a member of the Technical Committee on national long-term care standards and Extencicare Brampton resident Murray Woodcock as a Board Member of the Ontario Association of Residents' Councils, benefitting residents across Ontario and Canada.
- Extencicare 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, Extencicare 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, Extencicare:
 - 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 Extencicare'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 Extencicare 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 Extencicare, we work continuously to support our team members and foster their development, learning and career advancement.

Extencicare 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 Extencicare 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, Extencicare LTC, Esprit and SGP).
- Our scholarship program includes the Livergant Scholarship, notably named after Extencicare 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 Extencicare team members who are pursuing careers in health care.
- Extencicare provides financial awards for health sciences students, including the Extencicare Nursing Award and the ParaMed PSW Award at George Brown College, the Extencicare Masters Scholarship in Gerontology and the Extencicare 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 Extencicare's Board Directors; and
- 43% of executives and vice-presidents.

In total, nearly 70% of leadership positions across Extencicare 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.