

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

Advancing progress for seniors’ care in Canada

Introduction

Extendicare is pleased to share its second annual Environmental, Social and Governance (“ESG”) Insights, detailing activities and initiatives we undertook in 2022 to advance areas of critical importance for the long-term care and home care communities where we live and work to achieve our mission to help people live better, every day.

This report highlights the progress we have made since our inaugural 2021 ESG report. It reflects the collective effort of thousands of people across Extendicare – from the dedicated teams who provide exceptional, compassionate care, to our Executive Leadership Team and Board of Directors who set the course as we navigate an ever-changing health-care landscape.

While the health sector continued to face system-wide challenges that were amplified by the ongoing COVID-19 pandemic, Extendicare continued to advance ESG initiatives over the past year to make the systems around us stronger for the communities we serve. These ESG strategies support our continued work as part of our national, multi-year Improving Care Plan (<https://improvingcare.ca/>) to reimagine seniors’ care in Canada.

As we remain focused on what we can do today to make life better for those in our care, we also have our eyes on the road ahead — how we can be a significant part of the solution to create more capacity and strengthen care quality for the growing number of seniors and individuals who will need our services and support in the future.

Our ESG Insights are overseen by the Board’s Governance and Sustainability Committee, with ongoing support and engagement from the rest of the Board and management.

In the year ahead, we look forward to continued partnership with our residents, their families, patients, clients and our team members, to help people live better.

OUR CARE

Welcoming Chief Nursing Executive at ParaMed

ParaMed welcomed Chief Nursing Executive Katarina Busija last year. She is responsible for setting clinical standards and partnering with our caregivers to ensure the quality of care we provide is the best in the home care sector. Among her priorities, Katarina ensures that our clinical team members continue to develop their careers and skills.

“Home care is an incredibly important part of the health care system,” said Katarina. “The demand for our services and expertise is growing rapidly and will only continue to grow as the population ages. As we work to meet this demand, we must prioritize patient experiences.”

Accreditation reflects commitment to excellence

Extendicare, and its home health care subsidiary ParaMed, have a long history of pursuing regular accreditation surveys to support our commitment to continuous improvement. Accreditation is an independent process of assessing health care and social service organizations against standards of excellence to identify what is being done well and what needs to be improved.

- In an organization-wide evaluation in 2022, ParaMed was evaluated as a nationally accredited provider with Exemplary Standing – the highest level of performance achievable in the Accreditation Canada program. Attaining this level of standard reflects our dedicated people, commitment to high-quality care and clinical excellence.
- Following our successful accreditation of all long-term care homes in 2021, Extendicare is carrying out work on a number of fronts as part of our next cycle of accreditation. We are following Accreditation Canada’s new Qmentum Long-Term Care Accreditation Program, which involves standards implementation and survey activities on an annual basis rather than once every four years.

- For 2023, all owned long-term care homes will complete self-assessments and develop quality improvement action plans. Supported by our central quality team, homes will implement their quality improvement action plans through the balance of 2023 and into 2024.

Long-term care nurses enhance skin, wound training

Our owned homes in Ontario have been providing specialized skin and wound training to our nursing team members through the Skin Wellness Associated Nurse (“SWAN”) program.

Across all regions of Ontario, graduates from the SWAN program have expanded our advanced practice capacity in this critical area of seniors’ health care, providing specialized care to residents in need of skin, hair, nail, wound and ostomy care. Graduates from this program play an important role in coaching and sharing their expertise with their nurse peers across Extendicare.

Shannon, a Registered Practical Nurse at Extendicare Laurier Manor, has been a wound care champion at the home for years. The SWAN program has deepened her knowledge with further training that allows her to confidently recognize various skin, wound, continence and ostomy issues and make treatment recommendations for residents. “Residents benefit by not having to wait to see a nurse specialized in wound, ostomy, and continence for impaired skin issues. Now staff nurses can consult with me, and I am able to make recommendations immediately. My residents benefit from my knowledge and, more importantly, the knowledge has made me more confident in my practice,” she said.

More hands-on training through ParaMed’s skills labs

ParaMed has expanded its skills labs to provide more hands-on training and practical education supports to all community caregivers in their regions.

Through the labs, care providers can practice their skills and develop additional clinical expertise in a safe and supportive environment. Nurses are offered training in areas such as infection prevention and control, infusion therapy and wound management. All other front-line team members have access to hands-on training specific to their roles, including circulation, and medication support.

New team members complete all skills lab modules as part of their onboarding process, and existing team members refresh their skills on an annual basis.

Organization-wide leadership development together

For the first time since the onset of the pandemic, we brought together leaders from across Extendicare for our in-person National Conference in 2022. After a successful virtual conference the previous year, more than 350 leaders from all divisions attended to reconnect in person, learn from each other’s experiences and share best practices as we continue to advance pandemic recovery and execute on our strategy.

The conference provided our leaders with support, knowledge and training opportunities on key priorities. Together, we celebrated successes, discussed sector-wide challenges and renewed our commitment to lead the sector in renewing and reimagining seniors’ care.

Enhancing palliative care

To support and improve the care we provide, Extendicare has advanced enhancements to palliative care delivery with new training for interdisciplinary long-term care teams.

In partnership with Pallium Canada, Canada’s leading palliative care educators, Extendicare introduced comprehensive palliative care training education at all owned homes in Ontario. Interprofessional palliative care core teams within each home received Learning Essential Approaches to Palliative Care (“LEAP”) Long-Term Care certification.

This year, this training will be offered to our teams in Manitoba and Alberta, through online LEAP education alongside continued team-based in-person training opportunities.

"Palliative care is a journey that needs to be identified as early as possible so we can support people at the start, to live their best life while making the transition into end-of-life care," said Kim, Assistant Director of Care at Extencicare Medex. "It's critical we get the palliative approach right, so we can truly improve quality of life for residents, at each and every stage of their experience."

Exploring a neighbourhood model of home health care delivery

Most seniors want to live at home as long as possible, close to their families and friends. Through a pilot initiative, in Waterloo, Ontario, the ParaMed team operates an Integrated Assisted Living Program ("IALP"), driven by a neighborhood model of care.

Through the IALP, a dedicated team of personal support workers ("PSWs") serve approximately 168 patients in five distinct neighbourhoods. Care is delivered in neighbourhoods with a congregate setting serving as the hub. This model of home care delivers a broader scope of services and supports than traditional models.

The IALP better enables more frequent visits for patients who require enhanced care. By better managing patients' needs, these targeted, expanded care services help prevent transfers to hospitals. The IALP serves as a launch point with which we can further evolve and test new neighbourhood models of care.

Continued emphasis on vaccination

Vaccines continue to be highly effective in limiting the impact of COVID-19, influenza and other respiratory viruses, and remain a critical component of our program to prevent viral illnesses and their complications as the impacts of the pandemic continue to wane. As these viruses circulated in the communities we served in 2022, we prioritized ongoing vaccination to help protect our teams and those in our care.

With fewer COVID-19 safety restrictions in place late last year, the 2022 flu season was expected to be particularly challenging. Under the leadership of our Chief Medical Officer, Dr. Matthew Morgan, we led an organization-wide campaign – "Get it, don't spread it" – to promote the importance of frontline team members getting the flu vaccine.

Embracing the cultural diversity of our long-term care residents

Our teams work diligently to create a warm, welcoming environment where our long-term care residents feel at home, including celebrating the many different cultures represented in our communities. Throughout the year, long-term care homes across our network regularly adjust their ongoing resident programming and engagement activities to reflect the cultural backgrounds of their resident populations, tailoring meals, holiday celebrations and religious activities to make them feel at home.

Throughout the sacred month of Ramadan, program aides Rafiqul, Razina and Zahra support Muslim communities at Extencicare Guildwood and Extencicare Bayview by leading daily prayers and hosting regular readings of the Quran. Muslim communities at each home mark the month in different ways. Many team members choose to fast daily. For long-term care residents who are elderly or have chronic illnesses, focus shifts to prayer, charity and kindness instead.

Partnership and innovation to create a stronger system of care for seniors

Over the past year we have deepened partnerships across the health system to break down barriers and bridge care gaps.

- We doubled the capacity of the Transitional Care Unit at Extencicare West End Villa in partnership with The Ottawa Hospital to provide restorative and rehabilitative care to patients in a home-like setting better suited for their long-term wellbeing and recovery needs. The unit's success has been widely recognized, and in early September, it was expanded to serve a total of 105 patients.
- We opened a Behavioural Support Unit ("BSU") at Extencicare Rouge Valley in Scarborough in October to provide specialized care for 32 residents with responsive behaviours. The BSU provides compassionate care for residents with a primary diagnosis of dementia, who can no longer be cared for in their current environment.
- Supporting research that can benefit the entire long-term care sector, beyond Extencicare alone, is important to us. In collaboration with Dr. Michael Fralick and team of researchers from Sinai Health System, The Ottawa Hospital, Carleton University and others, seven Extencicare homes participated in

the Coronavirus in the Urban Built Environment Study over a 14-month period. The promising results could help improve early identification of COVID-19, before an outbreak is detected at the home level.

- We also work closely with government, public service, and sector partners in all regions where we operate. On an ongoing basis, we partner with governments to share insights and data. For example, Andrea Thompson, Extendicare Senior Director, Operational Quality and Resident experience, provides expertise as a member of the Ontario Ministry of Long-Term Care's Technical Advisory Board.

"No two residents are the same, and as the population ages, we are seeing more residents living with dementia and other complex conditions," said Chief Medical Officer, Dr. Matthew Morgan. "These people deserve a level of support that is tailored to them and their unique care needs. With the doors open at Extendicare Rouge Valley's new Behavioural Support Unit, our team now provides specialized care for residents presenting with complex behaviours. We are proud to do our part in support of the government's commitment to long-term care residents in Ontario, no matter how unique their needs may be."

Increasing dementia care and support

We continue to prepare and invest to meet the increasing care needs of seniors living with dementia, and those who love them.

Since 2013, Extendicare has been honoured to support the Alzheimer Society of Canada ("ASC"), a nationwide charitable health organization supporting people living with all forms of dementia, including Alzheimer's disease, as well as their families and caregivers. The number of Canadians living with dementia is expected to triple over the next 30 years, according to the ASC.

To date, we have raised more than \$1.2M in support of the ASC Research Program which seeks to improve the quality of life for those living with dementia today and aims to find a cure for the future. This past summer, we were pleased to host our 9th annual Charity Golf Classic in support of the ASC and their research programs. The event added \$160,000 to our history of ongoing contributions.

"Anyone who has had a close look at the impact of Alzheimer's on a loved one knows the devastating toll of this illness. Today, it is by far the most common reason a person must leave their home and enter long-term care. It is a privilege to be entrusted by families dealing with the impacts of dementia and Alzheimer's, and to alleviate their stress with the help of our skilled, compassionate care professionals at Extendicare and ParaMed. We want them to know they don't have to navigate this journey alone." — Dr. Michael Guerriere, Extendicare President and CEO

Improving resident and family satisfaction

Resident and family feedback is crucial to our commitment to improve care, every day. That's why each year we conduct satisfaction surveys with residents and their families in every long-term care home we operate. Offered in eight languages, the survey seeks input from our residents and family members on the services we provide, including activity programming, cleanliness, maintenance and meals.

We're encouraged by the strong participation in our 2022 Resident and Family Satisfaction Survey, which generated 6,150 responses and represented approximately 73.1% of eligible long-term care residents and 29.5% of families. Our teams in individual homes and leadership staff are analyzing the latest results to assess respondents' experiences, our performance and identify opportunities for improvement.

ParaMed amplifies patient, family voices

To improve collaboration with those we serve, last year ParaMed established a Patient and Family Advisory Council.

The council was established in the fall of 2022 with a mandate to ensure that the voices of patients, families and caregivers are at the centre of our decision making, in collaboration with our new Chief Nursing Executive.

Patient and family advisors representing a range of regions where we operate meet regularly to provide first-hand perspectives. The council has provided insight on enhancements to our Patient Handbook and continues to advise on other projects that impact patient and family experiences.

OUR PEOPLE

Extendicare is fortunate to count some of the best care practitioners and support workers in the country among our team. Their work is critical as we strive to improve the overall experience for the people in our care and support their physical, psychological, emotional, and social needs. The compassion, dedication and professionalism displayed by our people are at the heart of the safe, caring environments we create in our long-term care communities and everywhere we provide home health care.

We act in multiple ways to support teams at all levels to prioritize safety and wellness, build workplace culture, and create a strong and diverse leadership team.

We continue to take action to recruit and retain more team members, amid a shortage of health workers that has caused significant challenges for the health sector throughout Ontario and across Canada.

Celebrating team members who go above and beyond

Our team members take pride in delivering exceptional care on a daily basis. Their dedication improves quality of life for countless people in our care and their families.

Two years ago, we launched our national Care Champion program to recognize team members who make extraordinary contributions through their commitment, compassion and professionalism, to support our mission to help people live better.

All Care Champions are nominated by fellow team members, residents, patients, or families for going above and beyond in their work. In 2022, we received a total of 191 nominations from families, residents and patients – 85 across ParaMed and 106 across Extendicare. 24 nominees were selected as Care Champions and recognized with awards and a celebration with their peers.

Care Champion Vijin's career journey took him from Bangalore, India to Sault Ste. Marie in northern Ontario where he first worked as a COVID screener at Extendicare Maple View. More recently, he moved to our Head Office in Markham, Ontario, as a new member of our Human Resources team, following a congratulatory phone call from our CEO. "That conversation changed the course of my life," said Vijin.

Investing in scholarships to support our teams

As part of our ongoing work to strengthen our teams, each year we invest in scholarships for Extendicare employees and in 2022, we created a new scholarship to invest in team members interested in being certified as nurses.

- In January 2023, we awarded 21 scholarships through a program to support Extendicare and ParaMed team members who are pursuing a Practical Nursing diploma or Bachelor of Science degree in Nursing.
- Our Livergant Scholarship is named after Extendicare Canada's founder, Harold Livergant, who dedicated his life to improving the Canadian health-care system with a focus on long-term care. This scholarship program is awarded to the children of Extendicare team members who are pursuing full-time, post-secondary education in health care. In 2022, we awarded scholarships to 10 worthy recipients.
- Through our Bertrand Scholarship, we supported an additional five children of Extendicare team members last year to pursue post-secondary education at an accredited college or university.

With the help of funding through our nursing scholarship, Jennifer, a team member at Extendicare Kirkland Lake in Ontario, is now studying to become a Registered Practical Nurse after working in housekeeping at the home for 14 years.

Supporting team members through higher education

The Senior Living CaRES fund was established in the early stages of the pandemic to provide support to individuals working in the senior living sector who faced personal hardship as a result of the acute impacts of COVID-19 at the time. Now, as the pandemic wanes, the CaRES fund continues to operate in support of these frontline heroes and offers educational bursaries to seniors' living sector workers across Canada to support their career development.

In 2022, 100 bursaries of \$2,500 each were distributed to front-line employees of various senior living operators in Canada to pursue career-relevant post-secondary educational opportunities.

Leveraging insights from our workforce

Engaged team members are committed to our goals and are driven to help further our mission.

In 2022, we conducted an organization-wide employee engagement survey to learn more about our teams' perspectives and shape our ongoing response to their insights. The overall engagement score increased by ten percentage points from the previous survey, aligning with global workforce engagement trends showing increased levels when compared with before the pandemic's onset.

The results indicate that our team members are highly motivated to put in their best efforts and feel rewarded by making a difference in the lives of those in our care.

We will continue to focus on enhancing communication with our team members and partnering with them to ensure inclusion in decisions that impact their work as we advance improvements to seniors' care both within our organization and in the broader sectors in which we operate.

Developing leadership from within at ParaMed

Our ParaMed Leadership Academy develops people leaders in home care from within our workforce. The program is available to any people leader within ParaMed and offers dedicated training for career growth and sharing of best practices across operational regions. We were proud to graduate 175 leaders through the program last October.

Liz, from Toronto, Ontario, enrolled in the ParaMed Leadership Academy after 27 years as a ParaMed team member. She says the ongoing training continues to have a major impact on her ability to motivate teams to succeed. "Participating in the program has really made a positive impact on our team culture."

Partnering with unions to create more full-time roles

Working with a subset of our union partners over the course of the last year, we conducted a successful pilot project with the goals of providing our workforce with more scheduling flexibility, while increasing the number of full-time positions on our care teams.

Beginning at five homes in Sudbury, Ottawa, the Greater Toronto Area and eastern Ontario, we created new, voluntary full-time schedules for Registered Practical Nurses ("RPNs") who wished to participate.

Responses from our teams were overwhelmingly positive, resulting in the creation of 92 new full-time roles filled by both internal and external candidates, and 86% of RPNs across the participating homes are now full-time, compared to 50% before the pilot.

Based on this success, we are now working to expand this program to other roles and other homes, and to transition this from a pilot project to a permanent scheduling offering, as we work to strengthen recruitment and retention, in the context of national talent shortages for health care staff.

Paid training for home support worker students

ParaMed provides a complimentary, paid training program for new Home Support Worker students, helping them start a career in home health care. We offer immediate full- and part-time hours to all graduates of the program. In 2022, the program provided training to 160 cohorts of students, with 682 graduates now working at ParaMed in communities across Ontario.

Student mentorship in long-term care

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

Extendicare has provided placements to approximately 2,000 students since the inception of the preceptorship program in 2021.

Helping internationally trained nurses gain Ontario experience

Our long-term care homes hosted 40 internationally trained nurses through the Supervised Practice Experience Program, enabling them to demonstrate their nursing knowledge, skill and judgement and language proficiency skills. The program is a partnership between the College of Nurses of Ontario, Ontario Health and health care organizations, including Extendicare.

Community Commitment Program for Nurses

We have leveraged the Community Commitment Program for Nurses to grow our nursing team. The program provides \$25,000 in grant funding to eligible nurses in exchange for a two-year commitment to an eligible employer. We added 41 nurses to our workforce during the first round of funding through the program (up to January 15, 2022), followed by 46 nurses in the latest round (from February 1, 2022 to present).

Personal Support Worker Return of Service

We have expanded our team of PSWs through the Personal Support Worker Return of Service Program. This initiative provides a \$5,000 incentive to recent PSW graduates in exchange for a six-month commitment to an eligible long-term care home or home care district, which resulted in more than 100 new team members.

OUR COMMUNITIES

Modernizing long-term care homes nationwide

We continue to make progress on our plans to redevelop our older long-term care home in our network to modern design standards to enhance resident quality of life and add capacity to care for more residents.

In Ontario, we plan to modernize 20 older homes, building 4,248 new and upgraded spaces for residents and those in need of long-term care on the province's waitlist.

Construction is underway on three projects in Sudbury, Ottawa, and Kingston. These homes are on track to open in the next 12 months. We are targeting to break ground on up to four new projects in 2023, in Peterborough, St. Catharines, Ottawa (Orleans) and London, Ontario, with tendered construction costs and receipt of regulatory approvals largely determining if and when they proceed.

Integrated environmental design

As we redevelop our older long-term care homes, we have taken a number of steps to improve their environmental impact.

Our new buildings are designed to include the following energy-saving initiatives:

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

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

Furthering our commitment to long-term care leadership

In March 2022, Extendicare announced agreements with Revera and Axiom Infrastructure to take on the operations of their existing 56 long-term care homes in Manitoba and Ontario and acquire a 15% managed interest in 24 of those homes.

Separately, we announced a joint-venture with Axiom Infrastructure to provide capital to support our own redevelopment program. While regulatory approvals are still pending for both transactions, we are developing a comprehensive integration plan to ensure a smooth and expeditious transition once approvals are received.

Together with Revera, we aim to build more than 50 modern long-term care homes in Ontario in the coming years. These projects replace old facilities and add more beds, helping to build much needed capacity to meet the growing needs of seniors as our population ages.

Continued investment in sustainable infrastructure

To create a more socially connected and sustainable environment today and in the future, we continue to make significant investments to upgrade our technological capabilities organization-wide, improve connectivity between our team members, residents, patients, and family members, and increase operational efficiency.

Over the past year, we:

- Progressed with internet upgrades in all owned long-term care homes;
- Advanced upgrades to communication systems across ParaMed to facilitate better connections between patients and our team members;
- Launched new internal communications tools and online hubs for team members across Extendicare and ParaMed to easily locate information and services they need to succeed in their roles; and
- Implemented Workday – an industry leading, cloud-based software that provides unified human resources, finance, and lifecycle management support to users. This self-service, online platform, gives team members access to better tools to free up more of their time for our residents and patients.

An independent board committed to transparency

As a leading provider of seniors' care, we value trust and transparency. We are committed to the principles of open disclosure, the value of a strong, independent board of directors and the delivery of quality services.

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

Our diversity is our strength

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

A major focus at Extendicare is the development and advancement of women in our workforce, as well as for other individuals who come from an array of diverse backgrounds. This kind of advancement is integral to the development and strength of our leadership team, including both executive officers and senior positions that report directly into them. We also consider many factors, including skills and experience – both lived and professional – when recruiting and promoting senior management.

Extendicare uses a mix of formal and informal policies and practices, including the Diversity Policy and Business Conduct Policy, to promote a diverse workforce. Our Statement of Governance Practices is updated annually to ensure our efforts are current and reflect the needs of our approach year-over-year.

The Board is committed to female representation among its members of at least 30%. Currently, three of Extendicare's nine Board Directors (33.3%) are women.

As of December 1, 2022, Extendicare had increased the number of women in executive roles - Vice President and above - by seven percentage points compared to end of 2021. Women now hold 47% of all executive roles.

While there is still more work to do, it is a priority across Extendicare to identify and close the gaps that may be a barrier to women and people from diverse backgrounds to enter roles in senior management.

With that in mind, in 2022, we supported a research project to increase awareness of the challenges facing gender diversity in workplaces outside our organization. Extendicare was among 98 organizations across the country to share workplace data with The Prosperity Project in 2022 for its annual report card on representation of women in leadership roles. The Prosperity Project is a charitable organization dedicated to promoting awareness of the challenges to reaching gender equality in corporate Canada. By participating in the initiative, we hope to help women of all cultural backgrounds overcome these challenges and rise to their potential.

In this year's Annual Report Card, the Prosperity Project found that in comparison to all industries included in the study, representation of women at leadership levels at Extendicare is more than 23% higher than the average.

We are proud of our continued work to support and advance the careers of women from a variety of diverse backgrounds.

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

At every level of our organization, the dedication and drive of our teams is helping to make seniors' health care better every day, for the thousands of people who rely on us.

Fostering ethical operations

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

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

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

Whistleblower program increasing accountability

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

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

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

We are committed to investigating every concern brought to our attention about potential wrongdoing responsibly, openly, and professionally.

We appreciate every opportunity to improve and meet the expectations of the people we employ, serve and care for.

Looking ahead

As pandemic recovery continues to take shape in the broader health system, our resolve to improve quality of care, strengthen supports for our own team members and the health care workforce nationwide, and advance innovation to benefit the sectors in which we operate, is stronger than ever.

We continued to deliver progress on ESG initiatives over the past year, enabling us to deliver ongoing improvement for residents, patients, families and our team member communities.

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