



Sienna
SENIOR LIVING®

ESG

Our People

Mid-Year 2021 Update

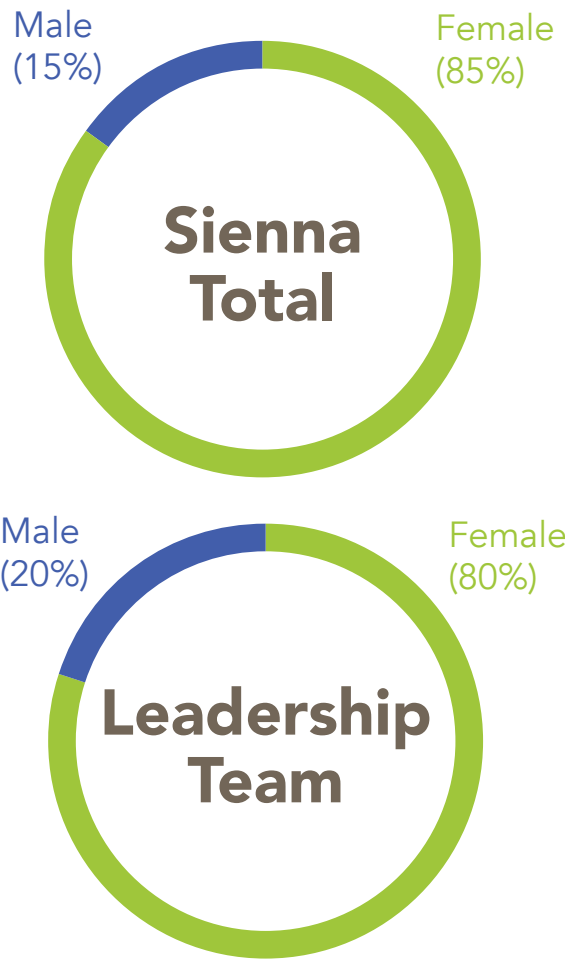
Diversity & Inclusion

Throughout 2021, we continued our focus on bringing together a multitude of perspectives from our people. Attracting and retaining a diverse team and nurturing a culture in which people of diverse backgrounds have equal opportunity to achieve their potential are important to us.

Gender

A Leader in Gender Diversity

In line with industry norm, Sienna’s total workforce is predominantly female, with approximately 85% of our team members being women. The high percentage of our female workforce is also reflected in our senior leadership positions with approximately 80% of the Company’s 380 leadership positions being held by women. In addition, gender parity at the executive level, with 50% of Sienna’s senior executives being female, further demonstrates our commitment to gender diversity.



BIPOC

We Value People of Different Backgrounds and Race

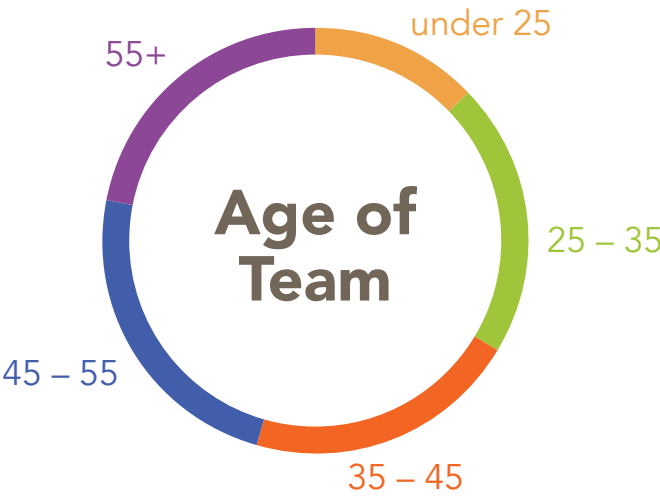
At Sienna, we believe that diversity is a strength and that all team members should enjoy equal opportunities to unlock their potential and grow their careers. 30% of the Company’s senior executives identify as Black, Indigenous and People of Colour (“BIPOC”).



Age

A Place Where People Can Thrive Regardless of Age

We strongly believe that everyone, regardless of age, should be able to reach their full potential and live life fully every day. This applies as much to our team as it does to our residents. Different generations bring a variety of perspectives and an intergenerational team is crucial for the success of our Company and the quality of care and services we provide to our residents. This belief is reflected in our workforce, which is well distributed across a broad age range.



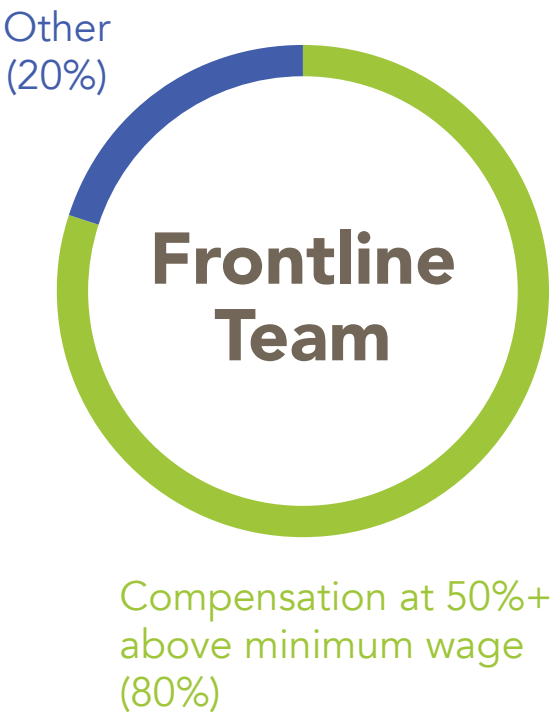
Safe and Fair Human Capital Management Practices

At Sienna, we believe that compensating our team members fairly is not just something they deserve, but will keep them engaged and inspire them to give their best.

Fair Compensation and Gender Pay Equity

Over 95% of Sienna’s team members earn more than the minimum wage. Furthermore, approximately 80% of Sienna’s frontline team members are compensated at least 50% above minimum wage.

With respect to gender pay equity, our male and female frontline team members’ compensation for similar positions is comparable.



Vaccination Programs & Incentives

Sienna’s COVID-19 vaccination task force has been focused on a far-reaching communication and education plan and logistical support to assist team members and residents to get the vaccine. This involved organizing transportation for team members to off-site clinics, coordinating with public health authorities to bring the vaccines to Sienna’s residences, and supporting employees through paid time off to get the vaccine. The Company has also provided additional incentives and recognition for team members to get vaccinated when certain milestones were reached.

Labour Rights

We respect our team members’ rights to unionize. Sienna has a strong, positive relationship with union leaders and representatives at its 83 owned and managed residences.

Sienna’s support of freedom of association and the right to collective bargaining is evidenced by the level of unionization in our residences, which includes approximately 60 collective bargaining units and an 86% unionization rate among our team members.



96%

Residents Vaccinated*

88%

Team Members Vaccinated*

*Received first dose of vaccine or are already fully vaccinated as of August 3, 2021