

September 2, 2021

Dear residents, families, team members and stakeholders,

We've had an incredibly busy summer, and I am sure many of you will agree it has flown by quickly. Over the course of eight weeks, we've accomplished some great things, most recently implementing a company-wide ownership program for Sienna team members.

SOAR Program

Our team members' dedication over the past many years, especially the last 18 months, fueled the decision to provide our team members with the opportunity to become owners of the company. It was with immense pride that Sienna announced the [Sienna Ownership and Reward Program](#) (SOAR) on August 19, 2021 as reported on by the [Globe and Mail](#).

As the only such employee ownership and reward plan in the Canadian seniors living sector, the SOAR program is an investment in building a stronger future for our employees and residents alike. With team members as owners in Sienna, we will collectively deepen our shared commitment to the company's purpose – ensuring Canadian seniors age with the dignity and respect they deserve.

This initiative and others were achieved while staying focused on resident and team member safety and well-being. You many have seen some of the recent [media coverage](#) highlighting our success including the [ground-breaking](#) for the redevelopment of Waters Edge Care Community in North Bay and its renaming to [Northern Heights Care Community](#).

Extraordinary efforts in B.C.

In B.C., our residents, their families and team members have also been working together to keep everyone safe from the wildfires threatening several communities. I can't thank team members enough for all of the planning and preparation that ensured our residences we prepared for evacuation and received seniors from other homes as our guests. I can't overstate how team members went above and beyond to protect residents with the support of families and partners in the community.

Mandatory Vaccines

Everything we do at Sienna aligns with the safety and well-being of our residents and team members. It is our highest priority and the motivation behind implementing a [mandatory vaccine policy](#) for team members. However, it is essential to note that close to 90 percent of all team members have already received at least one dose of the COVID-19 vaccine. Following our decision, other organizations have also committed to the same type of action to combat the fourth wave. We did not take this step lightly and are following the best medical advice from our physician experts, Dr. Andrea Moser, Chief Medical Officer and Dr. Allison McGeer, Chief Infection Prevention and Control Consultant.

As of October 12, 2021, team members who are not fully vaccinated will be placed on an unpaid leave of absence. Full vaccination is also required for all new hires, students and agency personnel across each

organization. The new vaccination policy will enhance protection against the virus for the people we care for and team members who deliver that care, as well as essential caregivers and visiting family members.

As we enter the fall, we will continue to push forward on projects to enhance our care communities and retirement residences. Our residents will undoubtedly enjoy all of the activities and programming team members have in store to celebrate the start of a new season and the special moments that come along with it.

Sincerely,

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