



DIVERSITY POLICY

The Board of Directors (the "Board") of Extendicare Inc. and its subsidiaries (collectively, "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. Diversity to Extendicare includes gender, race, religion, ethnicity, sexual orientation, physical ability, geographic representation, age, and other personal characteristics as the Board may determine from time to time.

Extendicare recognizes the benefits of a diverse Board and senior management team, which include accessing a broader pool of qualified candidates and different perspectives, experiences and ideas which enhance decision making and the opportunity for innovation. Extendicare employs a mix of formal and informal policies and practices aimed at promoting a diverse workforce and focuses on the development and advancement of women as an integral part of the senior management team and succession planning.

The Board has unanimously adopted this diversity policy (this "Policy") by which Extendicare will promote diversity on the Board and senior management team. In support of this Policy, the Human Resources, Governance and Sustainability Committee (the "HRG&S Committee") in recommending future nominees for election to the Board and the President and Chief Executive Officer in recruiting and hiring senior management will:

- Consider only those candidates who are highly qualified based on their respective competencies, experience, functional expertise, skills and personal qualities;
- Consider 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;
- Develop and recommend to the Board strategies for identifying and attracting diverse candidates for nomination to the Board or recruitment to senior management, as applicable; and
- If necessary, engage the services of one or more qualified external advisors to help identify future candidates for nomination to the Board or recruitment to senior management, as applicable.

Further, Extendicare will maintain a Board composition in which at least 30% of its directors are women.

In implementing its responsibilities under this Policy, the HRG&S Committee and the President and Chief Executive Officer will take into account Extendicare's overall objectives of increasing diversity, ensuring that the Board and senior management team, as applicable, possess the necessary skills and experience to fulfill its respective responsibilities in all respects, and ensuring that Extendicare continues to attract and retain highly qualified individuals to serve on the Board and senior management team. Adherence to this Policy will be assessed by the Board and the HRG&S Committee on an annual basis.

The HRG&S Committee and Board may adopt such procedures as it sees fit to assist it in its determinations with respect to this Policy.

The HRG&S Committee shall review this Policy at least annually or otherwise as it deems appropriate, and may recommend changes to the Board to achieve the goals outlined in this Policy.

This Policy shall be posted on Extendicare's website.

Last reviewed on December 12, 2025.