

Environmental, Social and Governance Insights

2025

Helping people
live better



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Our Mission



OUR MISSION

Message from CEO Dr. Michael Guerriere



Increasing access to care for Canadians

At Extendicare, our mission is clear: we provide people with the care they need, wherever they call home. This is what motivates our dedicated team to show up every day in service of residents, patients, families, and communities across Canada.

As the population ages, care waitlists grow and overburdened hospitals face mounting capacity challenges, this work has never been more important.

Extendicare plays a meaningful role in addressing gaps in care across the continuum – from long-term care to care in the community – providing crucial support for a healthcare system under increasing pressure.

In 2025, we continued to advance our strategy focused on health services and improving access to care. To serve more people in more places, we expanded our reach through a business model that is resilient, scalable, and

aligned with Canada’s long-term demographic needs. Every step we take – expanding services, building new capacity, welcoming new partners, investing in technology and innovation, and training new team members – strives to help people live better.

Our mission also shapes how we think about sustainability. We focus on what matters most to the people who depend on us: quality of care, a strong and supported workforce, responsible stewardship of resources, effective governance, and the long-term resilience of our operations and the broader health system. These priorities, grounded in people, safety, quality, and accountability, have long been foundational to our work. Today, we are becoming more intentional in how we define, manage, and report on them through a sustainability lens.

This report represents a step forward in how we communicate the environmental, social, and governance considerations that inform our strategy and performance. We will continue to refine how we identify, manage and report on sustainability-related risks and opportunities, aligning our efforts with stakeholder expectations, sector benchmarks, and the practical needs of our organization.

As we look ahead, we will stay focused on the needs of the people who count on us. It is a privilege to serve Canadians, and we do not take that responsibility lightly.

Sincerely,

A handwritten signature in black ink that reads "Michael Guerriere". The signature is written in a cursive, professional style.

Dr. Michael Guerriere
President and Chief Executive Officer

OUR MISSION

Overview of Mission, Vision and Values

Our Mission, Vision and Values remind us that caring for people, improving continuously, collaborating effectively, and respecting the resources entrusted to us are not separate from business performance — they are fundamental to it. Sustainability helps us connect these principles to the choices we make as we work to increase access to care for Canadians.



Our mission defines our fundamental objective to meaningfully improve the lives of the people we serve:

To provide people with the care they need, wherever they call home.



Our vision embraces the future we collectively work toward in alignment with the rest of Canada's health care system.

Everyone in Canada has access to the care and support they need to live their best lives.”



Guided by our mission and vision, our values reflect how we care for people and for one another, shaping our culture, partnerships, and the way we act with integrity, respect, and compassion.

We embrace every person for the individual they are.

We care for each person as we would our own family.

We collaborate because we achieve more together.

We are relentless in our efforts to improve.

We respect the resources entrusted to us.

OUR MISSION

Increasing access to care

Extendicare’s business model is centered on delivering integrated care across the continuum of seniors’ health services in Canada, with primary entry points through hospitals, primary care providers, and government agencies that coordinate access to government-funded long-term care and home health services.

Through ParaMed, our home health care division, we provide home care services that support recovery and independence in patients’ homes and in the community. Our long-term care operations deliver 24-hour nursing and personal support for individuals in a home-like setting, for those with more complex care needs.

Extendicare also supports the broader seniors’ care sector through SGP Purchasing Network, our group purchasing division, which enhances supply chain efficiency and cost management across the country.

This model reflects a strategic transition from our history as an entity focused on owning real estate assets to a service-oriented care delivery organization, with a focus on quality of care, improving access, and operational performance.



OUR MISSION

At a glance



Significant long-term care capacity expansion

7

projects under construction representing 1,728 new and upgraded beds replacing 1,375 Class C beds, and **17 additional redevelopment projects in progress**



Growth of Extendicare's workforce

17%

increase in team members across Canada from acquisitions and ongoing recruitment efforts



Strong resident and family experience outcomes

81%+

of **long-term care residents** and **78%** of **families recommending Extendicare homes**



Strong patient and caregiver experience in home health care

90%+

of respondents reporting **feeling safe and treated with courtesy and respect**, informed by ParaMed surveys completed in 2025



Strong community need and our expanded service capacity

18%

increase in home health care volumes, delivering approximately **13 million hours of care**



SGP expanded its national reach, supporting

153,600+

beds across Canada and welcoming **115 new senior living partners**, to strengthen sector-wide purchasing power and cost efficiency



In support of the Alzheimer Society of Canada

\$645,000+

raised through national and community-based fundraising initiatives



Executing a multi year growth strategy to replace old homes and expand long-term care bed capacity

Workforce growth and stabilization supported strong operating performance, including high long-term care occupancy and reduced reliance on agency staffing

Continued growth in capacity to deliver home health care services enabled by ongoing investments in our team and technology tools

Care quality and experience sustained at scale, as the organization continues to increase access to services and modernize

Our Approach to ESG



About this report

This report provides an overview of Extencicare’s environmental, social, and governance (ESG) priorities and related activities for the reporting period from January 1 to December 31, 2025. It is intended to provide our stakeholders with greater transparency into how we identify, manage and promote sustainability-enhancing initiatives across our operations, in support of our broader strategy and risk management processes.

The report draws on the principles and structure of relevant sustainability disclosure frameworks, including the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards (IFRS S1 and IFRS S2) and topic guidance from the Sustainability Accounting Standards Board (SASB) Health Care Delivery industry standard. These frameworks help inform the structure and content of the report and have been used to identify and prioritize the sustainability-related risks and opportunities most relevant to

Extencicare’s business, including those related to workforce availability, care quality, infrastructure resilience, and regulatory requirements. However, the report is not prepared in accordance with these frameworks and should not be interpreted as representing full compliance. Rather, they serve as reference points as we continue to enhance our sustainability reporting practices over time.

The information presented reflects Extencicare’s operations, including long-term care homes, home health care services, and managed services. Data and qualitative information are presented based on the best information available at the time of publication and draw on internal policies, operational data, performance indicators, and governance practices.

Extencicare continues to develop its sustainability reporting processes and will refine methodologies, metrics, and disclosures in future reports as data availability, internal systems, and industry practices change. Extencicare intends to further enhance its sustainability strategy and materiality focus over time as its approach continues to evolve.



OUR APPROACH TO ESG

Governance

Extendicare’s governance framework supports effective oversight of sustainability-related risks and opportunities as part of the Company’s broader governance and risk management processes.

The **Board of Directors** provides oversight of the organization’s strategy, operations, and risk management approach, including matters related to sustainability and responsible business practices. The **Human Resources, Governance and Sustainability Committee of the Board** plays a central role in overseeing environmental, social, and governance matters, including relevant policies, performance, and reporting. Through this structure, the Board monitors emerging issues that may affect Extendicare’s operations, stakeholders, and long-term performance.

Our **leadership team** is responsible for implementing the Company’s strategy and managing sustainability-related risks and opportunities. **Senior leadership teams** across the organization contribute through operational decision-making, established risk management processes, and oversight of initiatives related to workforce development, quality of care, environmental performance, and governance practices.

Sustainability considerations are integrated within Extendicare’s existing governance and management structures rather than managed through a standalone framework. This approach reflects the view that sustainability-related risks and opportunities are closely linked to operational performance, responsible resource management, and the delivery of safe, high-quality care.

We will continue to prioritize strong governance and processes that support transparency, accountability, and informed decision-making across the organization.

* ESG Working Group includes leaders from Public Affairs, Legal, and Finance



OUR APPROACH TO ESG

Strategy

Extendicare is focused on increasing access to long-term care and home health care for Canadians. Our capital-efficient, service-focused operating model has enabled us to deepen our focus on quality care delivery through service excellence, strong partnerships, and scalable service platforms that support sustainable growth.

The rapid growth of Canada's aging population will accelerate demand for care services in the years ahead. As we expand care capacity, we will also drive operating performance improvements while addressing workforce, infrastructure and operational challenges across the healthcare system.

At the same time, the current global environment is marked by uncertainty. Geopolitical tensions, macroeconomic volatility, and shifting trade dynamics are affecting every sector of the economy. Against that backdrop, Extendicare's foundation as a resilient, well-governed organization positions us to deliver effectively for the people who depend on us.

Expanding service-based care delivery

We continue to grow our ability to deliver home health and managed services, allowing us to leverage our clinical and operational expertise broadly to support the delivery care delivery in communities across Canada.

Through SGP, we leverage our scale and purchasing power to provide the seniors' care sector with access to the lowest cost inputs, supporting long-term care and retirement operators across Canada.

Modernizing long-term care infrastructure

To modernize our existing homes and increase system capacity, we are actively advancing plans to redevelop older long-term care homes in our network. Newly constructed homes improve care experiences for residents and deliver additional capacity to serve more people awaiting care.

Integrating sustainability into strategy

Sustainability-related risks and opportunities increasingly intersect with these strategic priorities. Workforce availability, infrastructure resilience, supply-chain reliability, and responsible resource management are critical to maintaining safe, high-quality care delivery.



Extendicare integrates these considerations into strategic planning and operational decision-making where they support stronger performance for the organization. This measured and practical approach focuses on actions that strengthen operational resilience, support responsible stewardship of resources, and align with sector benchmarks and stakeholder expectations.

OUR APPROACH TO ESG

Risk management

The organization’s enterprise risk management (ERM) framework ensures that we identify, assess, and continuously maintain oversight of risks that may affect our operations, residents and patients, workforce, infrastructure, and long-term performance.

Assessment methodology

Extendicare identifies risks through a formal enterprise risk management process, that follows governance and oversight practices expected of publicly traded companies in Canada. Sustainability and climate-related risks are monitored using the same risk registers, assessment timelines and escalation pathways used for other operational and strategic risks.

Risk identification results in a thorough inventory of operational, clinical and external risk considerations from across the organization, including inputs from organization-wide incident reports, facility

maintenance and infrastructure data, occupational health and safety metrics, workforce indicators, sector-wide regulatory updates and regional hazard information relevant to the locations we operate in.

These inputs help our leadership team identify potential risks related to workforce availability, quality of care, regulatory compliance, infrastructure performance, data security, and other operational considerations. Once identified, sustainability risks are evaluated using the same internal criteria applied to other enterprise risks, including assessments of likelihood, potential operational impact, and the magnitude of potential effects on service delivery and operational performance.

Management methodology

The ERM framework provides a structured, organization-wide approach for identifying, assessing, and managing risks. Leadership determines appropriate responses and monitors effectiveness through defined metrics and key risk indicators, supporting oversight and informed decision-making across the organization’s operations.

Risk assessment approach



Metrics and targets

We will broaden the scope and maturity of sustainability metrics and disclosures over time supported by ongoing improvements in data quality, measurement methodologies, and internal governance.

Metrics currently available are included throughout the relevant sections of this report followed by a consolidated summary provided in the Appendix.

Our Values in Practice



OUR VALUES IN PRACTICE

We embrace every person for the individual they are

Our focus on people and quality drives our personalized approach to care and our continued investment in our 28,000 team members. By supporting their education and professional development, we strengthen career pathways and ensure ongoing improvement in the quality of care provided to residents, patients and clients.

Strengthening the health care workforce

We continue to prioritize investments in our people build a stronger, more stable workforce of qualified care professionals.

Across our long-term care and home health operations, our recruitment pathways and ongoing education opportunities offer upskilling, mentorship, and professional growth. Our comprehensive training programs foster long-term career progression and build the expertise required to meet growing and increasingly complex demands for care.

We approach talent recruitment with an understanding of both local workforce needs and the broader national health-care landscape. Recognizing that labour market conditions vary significantly across Canada, our

recruitment and workforce development strategies are tailored by region. This approach reflects local workforce availability, regulatory requirements, and community priorities.

In regions facing persistent workforce shortages like northern and rural communities, we actively participate in government-supported programs to attract and retain qualified professionals. Internationally educated nurses and support workers play an impactful role in stabilizing care teams in underserved communities. We will continue to embrace region-specific strategies to grow our teams and contribute to a resilient Canadian health workforce.



‘It’s a privilege to care,’ says Registered Nurse Chris

Chris, a Registered Nurse at Extendicare Eaux Claires in Edmonton, Alberta, originally came to Canada from the Philippines seeking stability for his family. His journey later evolved into a fulfilling career defined by service and compassion.

“Hearing families appreciate your care for their loved ones brings genuine satisfaction,” he says.

For Chris, quality care means more than clinical know-how – it’s about forging real connections that impact residents daily. “Making people laugh truly matters,” he says.



Nubia finds purpose in home health care

For Nubia, a ParaMed PSW, home health care is grounded in compassion, empathy, and the meaningful connections she builds with patients and clients each day.

“It is amazing to help people. It makes me feel very happy,” she says.

A former nurse in Colombia, Nubia came to Canada six years ago and joined ParaMed, where she provides compassionate care to clients who live at home and in their communities.

“You’re with your clients day after day”, she says. “You understand when they’re happy, when they feel alone, when they need support. That attention makes a difference.”

We embrace every person for the individual they are

Supporting education pathways through scholarships

Each year, Extencicare invests in the ongoing development and education of our team members and their children by providing financial support for various scholarships.

In 2025, 15 Nursing Scholarships were awarded to team members pursuing a Practical Nursing diploma or a Bachelor of Science degree, to support them as they deepen their clinical knowledge and apply their skills to serve our residents and patients. Over the last year, 15 scholarships were awarded to team members' children through the Livergant and Bertrand scholarship programs. These scholarships support post-secondary education in health care and other fields and invest in future generations.

Diversity, equity and inclusion resources for our team

In 2025, we offered a new, centralized library of learning resources for team members to support awareness, reflection and inclusive practice. Resources address a range of topics, including inclusive and culturally safe care and recognizing common cognitive blind spots and assumptions. The materials support learning that can be applied in day-to-day interactions with colleagues, residents, clients and families.

Indigenous cultural safety training was introduced last year, focused on senior leadership as a foundation for ongoing learning and reflection. Together, these learning initiatives build on work already underway across the



organization to support a culture of belonging, respect and continuous improvement. We will continue to strengthen the organization's ability to provide respectful, inclusive care, and support thoughtful and respectful collaboration among our teams.

Developing the next generation of care providers with Canadian Nurses Foundation

Extencicare has supported the Canadian Nurses Foundation since 1989 through scholarships and bursaries that help advance nursing education and strengthen the long-term care workforce. The Extencicare Scholarship in Gerontology is open to nurses from health care organizations across the country who plan to practice, teach, or conduct research in gerontology and long-term care, while the Extencicare Nurse Practitioner Scholarship is available to those focusing on long-term care.

To date, 50 scholarships have been awarded, helping to develop the next generation of nurses to make an impact on the lives of seniors.

Investing in a new generation of home health care talent

At ParaMed, team members are offered a range of opportunities to upgrade their credentials and advance their careers in the sector.

Over an eight-month period, our Bridging Program enables Home Support Workers (HSWs) to upgrade their credentials to Personal Support Workers (PSWs). Flexible programming allows team members to maintain their existing work schedules while they learn. There is no cost to participate in the program, which is accredited by the Ontario Ministry of Education, in partnership with academic institutions.

In 2025, more than 200 ParaMed team members enrolled in the Bridging Program and progressed toward PSW certification, strengthening both their career pathways and the capacity of the home care workforce.

Workforce modernization and human resources system improvements

Across our organization, we continue to modernize internal systems to better support team members as they focus on care. We continue to seek opportunities to strengthen core operations, improve communication, and build infrastructure that supports long-term workforce stability and responsiveness.

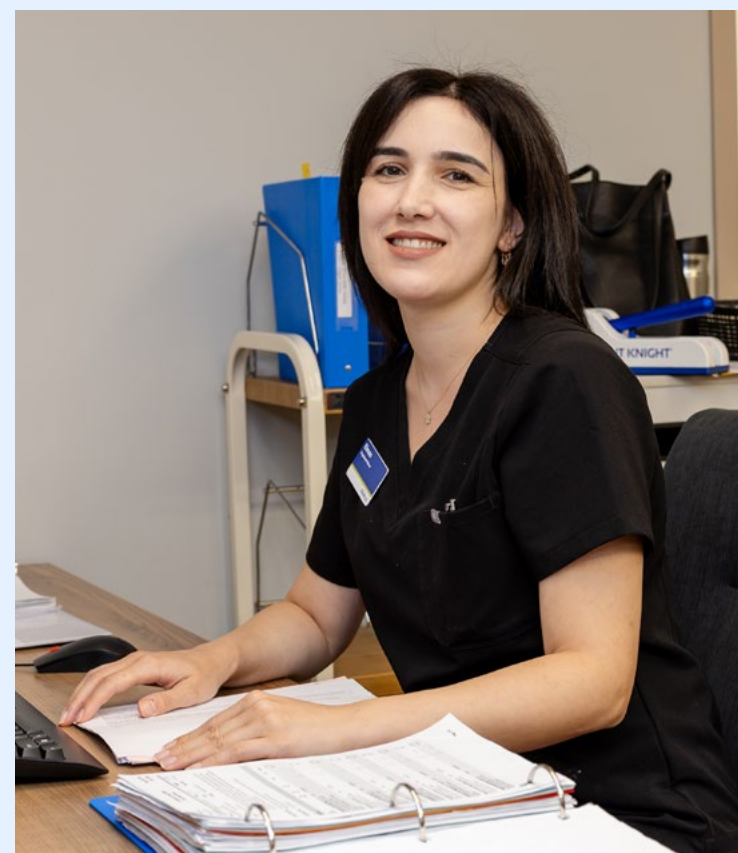


We embrace every person for the individual they are

Women lead on our executive tiers

For the fourth consecutive year, Extendicare was recognized on The Globe and Mail Women Lead Here list, which benchmarks Canadian businesses with the strongest representation of women across executive leadership tiers.

Women across Extendicare and ParaMed contribute their clinical expertise, leadership and compassion to support the people we care for. Their leadership strengthens our ability to deliver high-quality care and advance our commitment to equity, inclusion and accountability.



National Care Champions reflect our values

Our Care Champion program recognizes team members who live our values every day.

Care Champions are nominated for their meaningful contributions to care. Over the course of the past year, we received hundreds of nominations from families, residents, patients, clients, and team members across ParaMed and Extendicare. Care Champions are honoured with awards and a celebration with their peers.



Care Champions in action

Chantal, a Housekeeping Aide at Extendicare Kapuskasing came in at midnight to bake fresh bread and desserts so residents and staff could enjoy a special meal together.

Tammy, a Personal Support Worker at Extendicare Fenelon Court, was nominated by the spouse of a late resident. Every day she visited her husband; Tammy placed a cup of tea at the table for her. That small act of kindness sustained her through his end-of-life journey.

Janet, a Personal Support Worker with ParaMed, welcomed a patient home after a long hospital stay and gave her something she had not had in six weeks – the luxury of a leisurely bath in her own home.

Prioritizing workforce health and safety

Regular preparedness activities, including tabletop exercises, scenario analyses and drills strengthen coordination and readiness across our long-term care and home health care operations.

To support continuous learning and shared accountability, structured debriefs identify strengths and areas for improvement. Debrief summaries are shared through an online platform to enable knowledge exchange across our network.

Assigned education, regional risk forums, regular distribution of workplace health and safety resources and best practice reminders reinforce established policies and procedures.

Together, these efforts support consistent practices, reinforce safe behaviours, and strengthen our ability to respond effectively to emerging risks.

OUR VALUES IN PRACTICE

We care for each person as we would our own family

The people in our care are our parents and grandparents, our neighbours and friends. We owe it to them to expand access to care, raise the bar on quality, and ensure they have the services they need to live their best lives wherever they call home.

This motivates our teams to deliver compassionate, high-quality care and continually strive to be at our best.

ParaMed PSW Sylvie helps client identify skin cancer

For Sylvie, a late-career transition has led to a new chapter of meaningful work in home health care.

“My clients have become like family to me, and most say I’m like family to them,” she says.

Sylvie’s attentiveness helped one ParaMed patient locate, monitor and develop a plan to remove a cancerous growth that might have otherwise gone unnoticed.

“She was so grateful and said, ‘You saved my life!’ It made me feel proud and underscored just how valuable our work is.”

Sylvie, PSW, ParaMed

Michael’s remarkable recovery at Extendicare Limestone Ridge

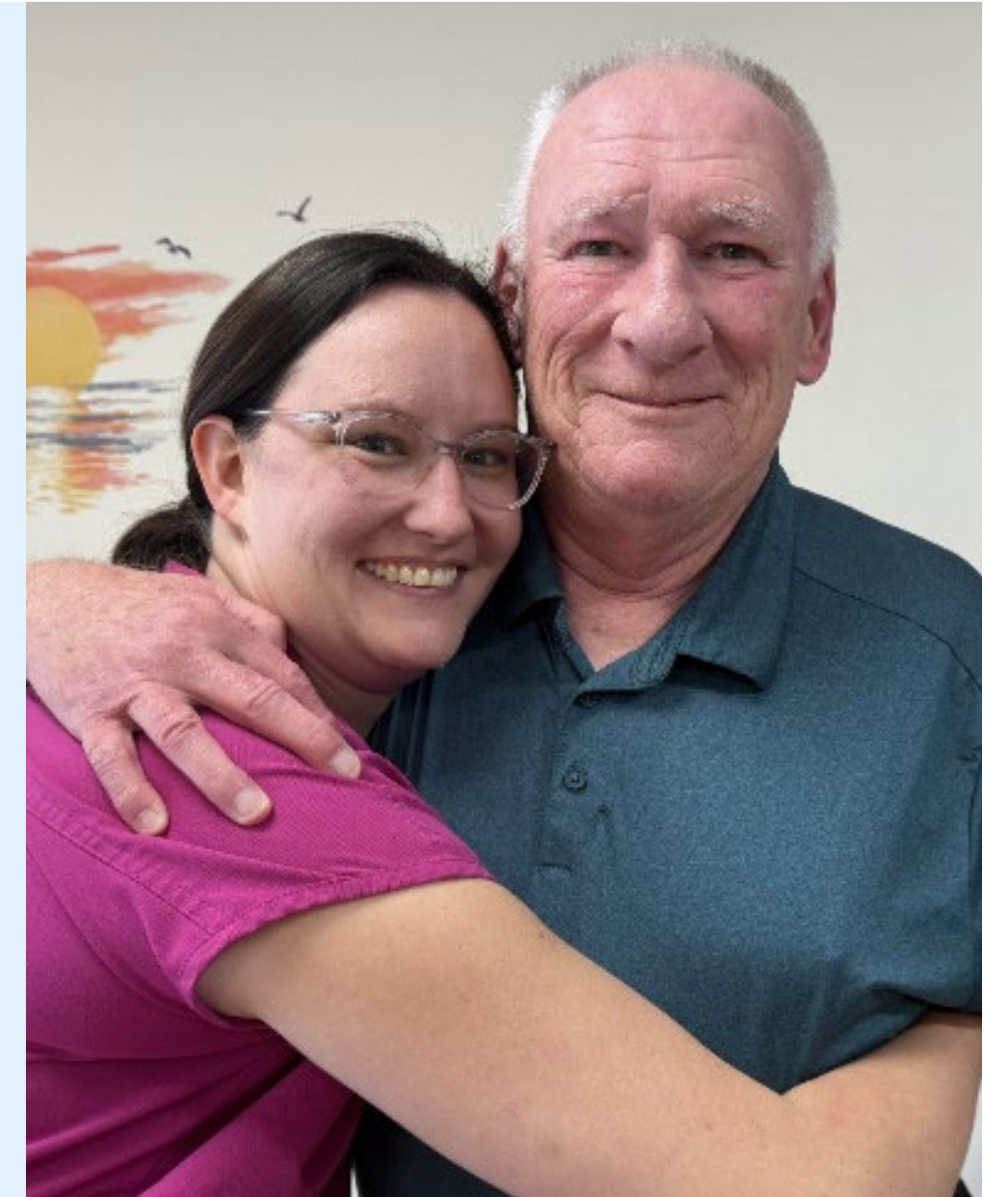
Two years before his move to long-term care, Michael experienced a stroke and needed support. Like many people, he was uncertain about the transition to long-term care.

“I wasn’t in very good shape when I got here,” he says. “I lived alone after the stroke, and it was difficult to move in during recovery.”

After moving to Extendicare Limestone Ridge in Kingston, Ontario, he was introduced to an interdisciplinary team of clinical, personal support and allied health therapists – including Amanda, the nurse who provides his regular care.

“I was trying to come out of my shell and become more mobile – and Amanda helped me immensely,” says Michael. “She is very kind, understanding, and intuitive. It quickly became clear to me how much she wanted to help me, and all the other residents, be the best version of ourselves.”

Through regular physical activity, consistent encouragement, and coordinated support, Michael is now more active and steadier on his feet.



“Seeing Michael’s recovery has been inspiring. It is extremely rewarding and reinforces to me how gratifying a career in seniors care can be.”

Amanda, Registered Practical Nurse, Extendicare Limestone Ridge

We care for each person as we would our own family

Pet therapy enhances dementia care

Our long-term care teams regularly offer pet therapy to support resident wellbeing.

“Animals can play a significant role in dementia care by enhancing quality of life. They give residents a sense of joy, connection and comfort. Animals can help reduce stress and loneliness, improve mood and social connectivity, trigger positive memories, and lower blood pressure,” says Karen Simpson, Manager, Behavioural Services and Dementia Care at Extencicare.

At Extencicare Elginwood in Richmond Hill, Ontario, residents regularly welcome therapy dogs through the St. John Ambulance Therapy Dog Program.



“We’ve found that seniors with dementia may not remember that the pet visits them each week, but they do remember the animal when they see them, and it makes their day better.”

Leigh-Ann, Recreation Manager, Extencicare Elginwood

Strengthening mental health and dementia care

Extencicare takes a person-centred approach to mental health and dementia care that fosters meaningful relationships and promotes independence, supporting each long-term care resident’s quality of life.

In 2025, we introduced a new Mental Health and Dementia Care Policy that brings evidence-based tools and resources together in a centralized, accessible format for long-term care team members. The policy and its suite of tools support consistent, informed care practices and a shared understanding among interdisciplinary care teams.

Resources enable teams to monitor resident behaviours consistently, assess the effectiveness of interventions, and adjust care approaches as needed. As part of the policy, each long-term care home appoints a Behavioural Support Lead (BSL) to support implementation and knowledge sharing. Homes also regularly exchange best practices, helping to strengthen dementia care and mental health supports across our network.

Reducing use of antipsychotics in long-term care

Extencicare continues to demonstrate leadership in reducing the inappropriate use of antipsychotic medications in long-term care, with a focus on resident safety, improved quality of life, and individualized approaches to care.

“Clinical expertise, individualized resident care plans, strong data sharing partnerships and deprescribing programs can lead to success in reducing use of antipsychotic medications to enhance residents’ quality of life.”

Dr. Matthew Morgan, Chief Medical Officer, Extencicare

Our membership on the Appropriate Use Coalition’s Antipsychotics Expert Panel contributed to the establishment of a new national target that calls on Canada’s long-term care homes to reduce the use of antipsychotic medications in residents without a diagnosis of psychosis to 15 per cent or less. This target provides organizations across the country with a shared benchmark to guide quality improvement efforts.

“In our experience, resident quality of life and personalized approaches to care are essential considerations for medication use in long-term care,” says Dr. Matthew Morgan, Chief Medical Officer at Extencicare. “Clinical expertise, individualized resident care plans, strong data sharing partnerships and deprescribing programs can lead to success in reducing use of antipsychotic medications to enhance residents’ quality of life.”

These approaches have delivered measurable results. An Extencicare-led study demonstrated that a targeted medication safety initiative reduced antipsychotic medication use by an average of 40% among residents in our participating long-term care homes.

We care for each person as we would our own family

Compassionate care meets virtual reality

Virtual reality programs offered in our long-term care homes engage residents with new ways to explore and connect.

Residents participate in guided 360-degree travel experiences, interactive trivia and enables virtual opportunities to revisit familiar places, like childhood neighbourhoods.

28

homes have enrolled in the program to date



Care experience surveys inform service improvements

Across our long-term care homes, our annual Resident and Family Experience Survey measures satisfaction and identifies priorities for improvement across our long-term care homes. In 2025, the survey generated responses from more than 90% of residents and nearly 50% of families.

Nearly 81% of residents and 78% of families said they would recommend Extencicare to others. Residents also provided strong ratings in areas including laundry, cleaning and maintenance, relationships with others, and care services.

Long-term care homes share their survey results with residents, families and team members, and work together to develop action plans to improve our service quality. This ongoing engagement supports transparency, continuous learning, and resident-centered care across our network.

81% residents
78% families

would recommend Extencicare

Similarly, on an ongoing basis ParaMed collects patient and caregiver feedback to identify opportunities to strengthen care and services.

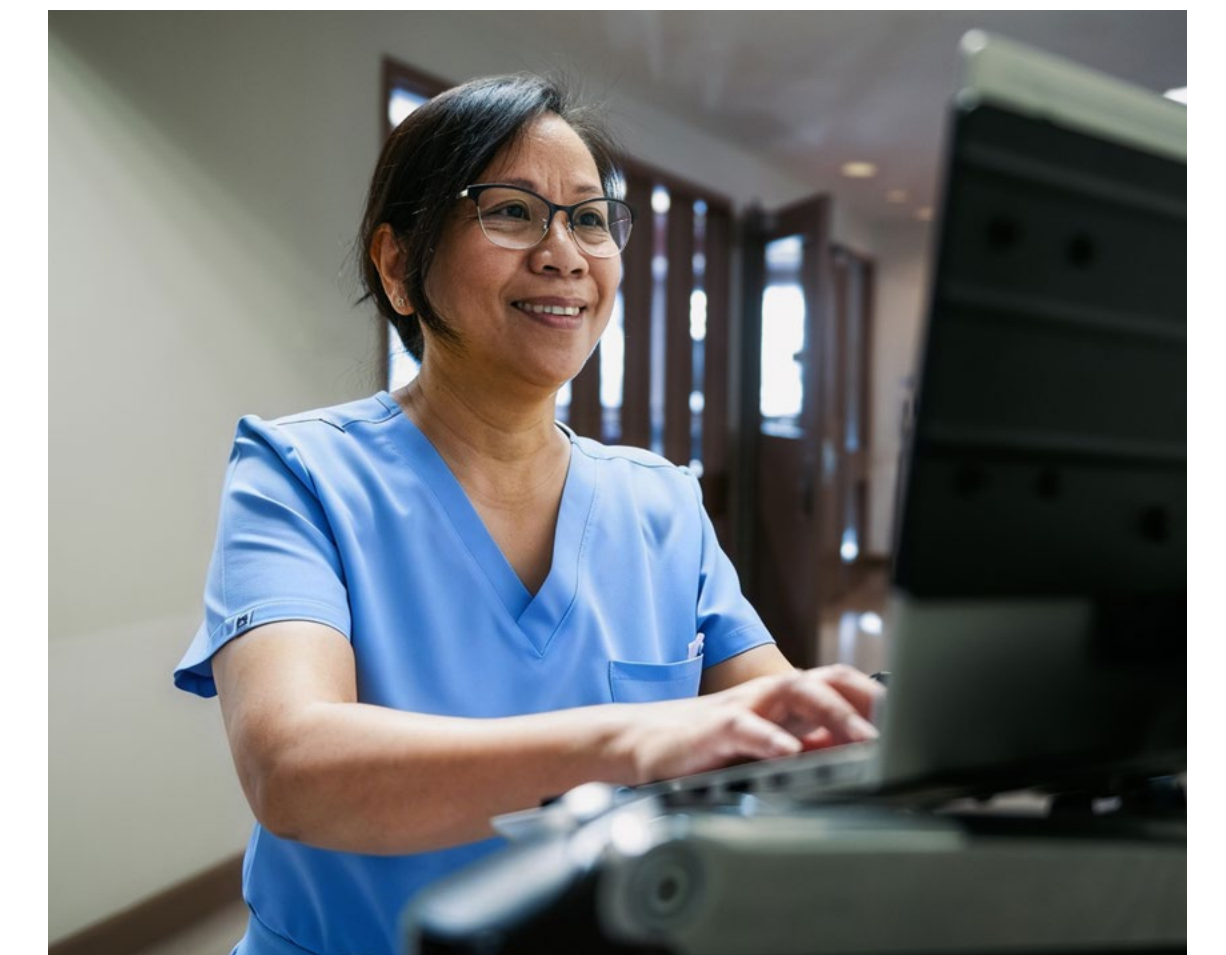
In 2025, we introduced a new digital option to reach more people in more communities. Results reflected strong home care experiences, with over 90% of respondents reporting they felt safe and were treated with courtesy and respect by ParaMed team members. 85% indicated their care was organized in a way that works for them.

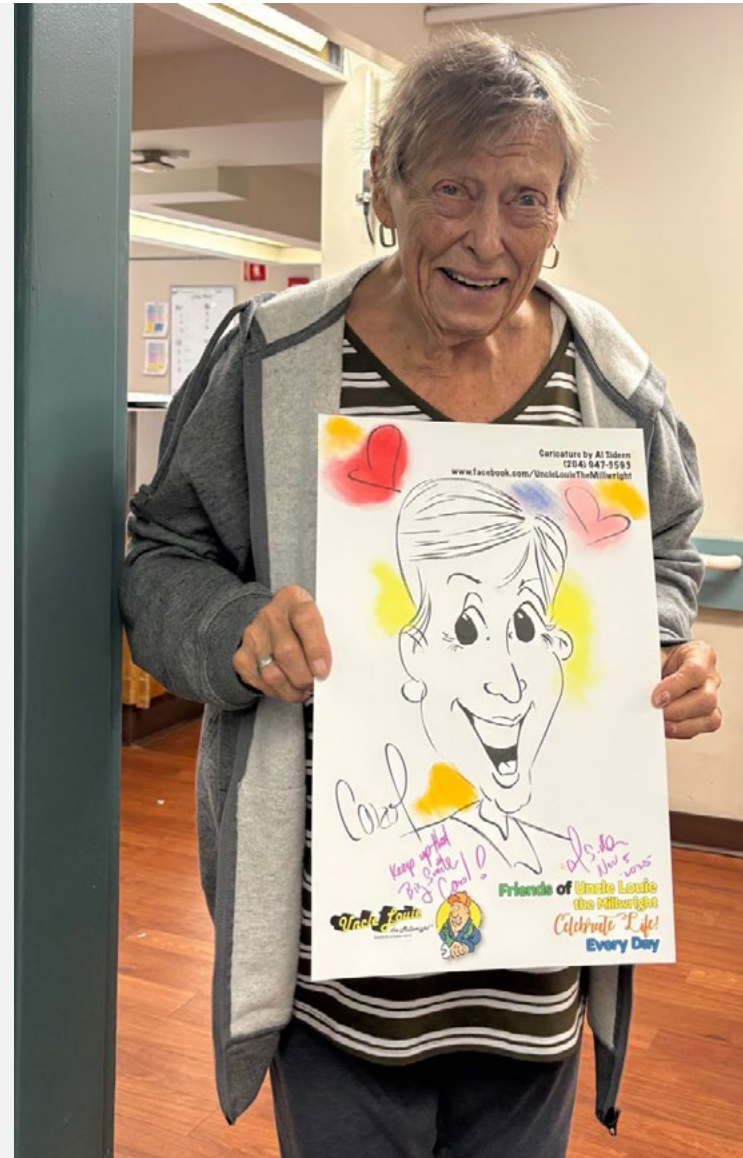
We have a responsibility to continuously improve our service, every day, and we must do more for the people who rely on us. In the year ahead, a new care and service excellence program will raise the bar on the quality of experiences we deliver organization-wide, to better support long-term care residents, home health care patients and their families.

Taking action to protect personal information

We are mindful of our responsibility to protect all personal information and health records entrusted to us. Our information management practices are designed to ensure compliance with all applicable federal and provincial privacy legislation and to safeguard the confidentiality, integrity and security of data across our organization.

Our health information privacy program governs the responsible collection, use, maintenance, and disclosure of information. It is supported by comprehensive education for team members, along with established policies, procedures, guides, and tools, to help ensure that patient, resident, and employee information remains safe and secure.





OUR VALUES IN PRACTICE

We collaborate because we achieve more together

Our organization recognizes the value of strong of partnerships in strengthening care delivery and advancing shared goals across the sector. By working collaboratively with other partners we build trusted relationships, deepen expertise, and support more coordinated, comprehensive care informed by best practices.

Shared home health care expertise helps modernize the system

Across the country, provinces are acknowledging the critical role home health care plays in supporting the health care system as a whole. By investing more in care delivered at home, governments are successfully reducing the pressure on hospitals.

To support this work and help strengthen the systems around us, ParaMed experts collaborate regularly with peers, health authorities and government partners.

Our leaders participate on regional and provincial boards to share learnings and data and offer solutions to collective challenges.



\$460,000+

raised for ASC's Giving Tuesday matching campaign

Investing to support the Alzheimer Society of Canada in the fight against dementia

Our teams witness firsthand how Alzheimer's disease and other forms of dementia impact the people we care for, their families and communities.

For more than a decade, we have collaborated with the Alzheimer Society of Canada (ASC) to strengthen community supports and help improve quality of life for Canadians affected by Alzheimer's and other forms of dementia, as well as their caregivers.

In 2025, we expanded our support by matching donations to the ASC's Giving Tuesday campaign which raised more than \$460,000. Our communities rallied together through fundraising walks at Extencicare and ParaMed locations across the country that raised \$25,000, and our annual charity golf tournament raised an additional \$160,000.

We are committed to continuing this work in the fight against dementia.

We collaborate because we achieve more together

Opening doors to showcase care in action

We continue to welcome government and system partners to visit our locations, meet our teams and hear from the people in our care.

In 2025, we welcomed more than 50 government officials, elected representatives and policymakers into our long-term care homes and ParaMed offices, offering them opportunities to engage directly with our teams and the people we serve.

We are grateful for opportunities to promote transparency, foster understanding and informed dialogue, and offer meaningful insight into what it means to live, receive care, and work in long-term care and home health care.

50+

home tours and visits completed across all regions at our long-term care homes and ParaMed offices engaging directly with our teams and people we serve



SGP strengthens purchasing power through ecosystem of support for the senior living sector

Through our group purchasing network, SGP, we leverage our scale and purchasing power to provide the sector with the lowest cost inputs, supporting long-term care and retirement operators across Canada.

In 2025, SGP launched its first multi-chain food, furniture, and equipment consortium generating more than \$1.5 million in additional savings for participating organizations.

SGP's membership grew to serve approximately 153,600 beds across the country – an increase of 5% over the previous year – strengthening collective purchasing power and value for partners nationwide.

\$1.5+ million

in savings for participating organizations with the launch of SGP's first multi-chain food, furniture, and equipment consortium

5%

increase in SGP's bed count



ParaMed Ontario Health Team partnerships pilot new home care models

In partnership with the Guelph-Wellington Ontario Health Team (OHT), ParaMed provides service through an Integrated Patient Care Team model that brings primary care and home care together to streamline referrals and improve coordination.

We have also partnered with the Chatham-Kent OHT to deliver integrated palliative care services. Drawing on our clinical expertise and experience providing more than 110,000 palliative nursing visits annually in Ontario, this model emphasizes early identification of needs, and applying evidence-based care to improve quality of life for patients and families.

We collaborate because we achieve more together



Partnership with residents, patients, and families to improve care

Lived experiences provide valuable insight that we learn from to shape policies, programs, and services in meaningful ways.

In long-term care, Extendicare’s Resident Experience Action Council for Homes (REACH) brings together residents and family members to inform care delivery and organizational decision-making. Through feedback and co-design, REACH has helped identify priority areas for improvement, including dementia care, recreational programming, palliative care resources, and the resident move-in experience.

“In 2025, REACH continues to grow. Residents are becoming more comfortable sharing their ideas and teams from across the organization regularly include REACH in development of new projects and initiatives. This year REACH has supported resident and family engagement in our redevelopment projects.”

Bernadette, Extendicare Laurier Manor resident and REACH member

“As a member of PFAC, I’ve thought deeply about how health-care organizations can better support diversity and inclusion, particularly for newcomers and marginalized communities. Organizations like ParaMed have an opportunity to create meaningful change by focusing on training programs for newcomers who bring valuable skills but often face barriers to employment.”

Jane, PFAC member

In 2025, REACH earned a spot in the Health Standards Organization’s Leading Practice Library for its approach to resident engagement and co-design. The recognition positions REACH as a model for listening and acting on resident and family feedback that health care providers across the country are encouraged to follow.

In home health care, ParaMed’s Patient and Family Advisory Council contributes insights that help inform service design, develop educational resources, improve communications tools and guide organizational priorities, so that patient and family voices have a prominent role in decision-making.

We are grateful for the many resident, patient and family volunteers who share their personal experiences to guide change.



Turning compassion into action

When wildfires in Nova Scotia displaced thousands of people, ParaMed care professionals answered the call to support the province’s emergency response. Our team provided hands-on support, including personal care, meal assistance, and help organizing supplies for evacuees.

Beyond practical support, they offered reassurance, listened to evacuees’ experiences, and helped create a calm, welcoming environment during a time of crisis. As they do every day in their roles as care providers, our team demonstrated how their dedication to service makes a meaningful difference, even in the most challenging circumstances.

OUR VALUES IN PRACTICE

We are relentless in our efforts to improve

We are committed to building stronger systems, capabilities and partnerships and continually look for opportunities to be better for our residents and patients.

Technology empowers our ParaMed team to do what they do best

ParaMed’s implementation of AlayaCare continues to unlock improvements in core scheduling and communications practices for our care professionals and the teams that support them. Backed by clearer coordination processes and more efficient operational flows, our teams are empowered to sharpen their focus on care and service.

We will continue to foster a strong culture of operational excellence and data-driven insight as an essential building block in support of our work to increase access to care.

Together, these modernization initiatives strengthen workforce support, improve operational efficiency and enable us to scale our capacity to deliver quality care to more people.

Inviting quality improvement through voluntary third-party accreditation

As part of our commitment to continuous improvement, Extencicare and ParaMed regularly participate in voluntary accreditation processes. We participate in comprehensive assessments of our approach to safety, care quality and all related policies and processes.

Accreditation is an independent process of assessing health care and social service organizations against recognized standards of excellence. We welcome every opportunity to learn and strive for a consistent standard of care excellence across our long-term care homes and home health care operations. By meeting or exceeding evidence-based best practice standards, we strengthen the care we provide and foster a culture of quality and safety.

Training investments translate to improved care

Ongoing investment in the skills, expertise and development of team members across the organization is central to Extencicare’s approach to quality improvement and safe, high-quality care delivery.

Strong interdisciplinary teams are essential to meeting the complex needs of residents and patients. We continue to invest in programs that support the recruitment, development, and retention of qualified, compassionate team members who work together across care settings.

In 2025, we supported team members in best-practice sharing, scenario analysis, and skills training through quality labs, compliance labs, risk webinars, emergency preparedness drills, and specialized expertise-building programs.

We continue to build leadership capability from within the organization, supporting team members as they grow their expertise and advance their careers. Over the past year participation in leadership development programs, including the Extencicare Leadership Institute and Management Fundamentals programs, increased significantly, with the number of graduates doubling over the previous year.



Training supports person-centred dementia care

Madison, a Clinical Education Supervisor at ParaMed and Registered Practical Nurse, mentors team members participating in skills building programs, like Gentle Persuasive Approach (GPA) training. GPA equips team members with practical strategies to adapt care to each patient’s behaviours, preferences and moods.

“GPA provides respectful, practical tools that help prevent escalation, reduce risk, and support safer interactions for both caregivers and patients.”

Madison, Clinical Education Supervisor, ParaMed and Registered Practical Nurse



We are relentless in our efforts to improve



ParaMed receives Better Outcomes Award

In recognition of this work, ParaMed was recently recognized with AlayaCare’s Better Outcomes Award for using data-informed decision-making to drive positive change in home health care.

“ParaMed has shown exceptional leadership in using data to drive better client outcomes. Their approach to implementation – with a focus on transparency, accountability, and real-world impact – is a shining example of how technology and care can come together to improve lives.”

Rhonda Bosch, Chief Customer Officer, AlayaCare

Employee engagement informs action

In the 2025 staff survey, overall engagement scores reported by team members remained largely consistent with 2024 results, reflecting continued stability across our organization. Engagement surveys are conducted annually to provide team members with an anonymous channel to share feedback on their work experience, leadership, and day-to-day operations.

The insights gathered help inform leadership priorities and workplace-improvement actions across Extendicare and ParaMed, strengthening alignment between team experience and the care we provide.

8.7/10

report that **“At work I know what I’m expected to contribute.”**

8.6/10

report that **“I am motivated to put my best efforts into work.”**

Sharing best practices across our network

This past year, ParaMed clinical leaders, educators and frontline experts came together to create Communities of Practice – structured forums that support knowledge sharing, peer learning, and the advancement of leading practices from across the organization.



These forums serve as practical ways to translate insights from everyday clinical and operational practice back to local teams.

Communities of Practice focused on advanced wound care, ethical decision-making, leadership alignment, clinical education and supervision, medication safety, and home support worker facilitation. These initiatives support consistent, high-quality care across our operating regions.

Student placements climbing with PREP

More students are advancing their education through clinical placements at Extendicare homes with our Preceptor Resource and Education Program (PREP).

The program helps homes accommodate PSW, Nursing, and Internationally Educated Nursing (IEN) students for clinical placements. Funding is used to build or expand homes’ placement programs, backfill preceptors while they support students in their placement, and provide online education modules for preceptors.

In 2025, PREP helped us provide clinical placements for 3,118 students who do part of their training in our homes Ontario – an increase of more than 11% over 2024’s 2,800 participants.

PSWs gain long-term care experience through Living Classroom

Extendicare’s partnerships with Medix College continues to support students in gaining hands-on experience as they prepare for careers as Personal Support Workers (PSWs), while strengthening the long-term care workforce in Northern Ontario.

Through the Living Classroom Program, Extendicare Kirkland Lake and Extendicare Timmins welcomed their fourth cohort of students. The program combines online learning, experiential learning, a three-day “bootcamp”, and a seven-week externship, providing students with real-world experience in long-term care settings.

At Extendicare Timmins, 100% of program graduates who have applied have been hired, supporting workforce stability and continuity of care.



OUR VALUES IN PRACTICE

We respect the resources entrusted to us

As a mission-driven organization focused on service to others, trust and transparency are fundamental to Extendicare’s approach to governance. We are committed to open disclosure and a strong, independent Board as the foundation for, ensuring we deliver quality services.

Factoring environmental impacts into our homes

Energy-efficient buildings support Extendicare’s objectives to manage operating risk while maintaining safe, resident-centered environments. We are focused on reducing energy consumption, improving building efficiency, and proactively preparing for evolving codes and standards that affect long-term care homes.

Improving energy efficiency of our buildings helps manage operating expenses amid changing regulatory requirements, while moderating the energy demands associated with larger, modern care environments.

Our redevelopment program aligns with current building code and healthcare facility standards. By replacing older homes with modern buildings, we strengthen the reliability of essential systems such as ventilation, cooling, and backup power, supporting continuity of care.

Climate change impacts the energy needs of long-term care homes. Extended heat waves, poor outdoor air

quality, and severe storms can increase reliance on cooling, ventilation, and other mechanical systems, leading to greater fluctuations in energy demand. These factors underscore the importance of efficient building systems and compliance with standards that guide temperature control, ventilation, and reliability.

Strengthening waste management

Waste management is a material operational priority for health-care providers, where the safe handling of regulated waste streams is essential to patient safety, regulatory compliance, cost management, and minimizing environmental impact.

Extendicare manages waste at the facility level through protocols for safe segregation, storage, and disposal, including the use of third-party providers where appropriate. We continue to strengthen waste management practices by improving consistency, data visibility, and identifying opportunities for reduction, while prioritizing resident care, health and safety requirements.

Building for the future

At Extendicare, we have an important role to play in strengthening and renewing Canada’s long-term care system to serve seniors today and for generations to come. This responsibility underpins our commitment to redevelop old homes across our network and expand access to modern, high-quality care.

Our redevelopment investments deliver newly constructed homes built to government specified design standards that improve quality of life for residents and add system capacity. These new homes support the growing number of seniors in Canada who require safe, dignified, and person-centered care.

Each new home is designed to enhance residents’ daily experience through expanded living space, private rooms, improved activity and restorative therapy areas, secured courtyards, and dedicated spaces for connection with family and friends.



In 2025, we opened Extendicare Crossing Bridge in Stittsville, Ontario, bringing 256 new and upgraded beds into operation. Today, we have seven projects under construction which will deliver 1,728 new beds to replace 1,375 Class C beds.

The Ontario Government’s new Long-Term Care Home Capital Funding Program, introduced in 2025, provides flexibility and certainty for long-term redevelopment planning. Supported by this framework, we have 17 additional projects in our pipeline, with land acquisition underway and projects progressing through the development process.

We respect the resources entrusted to us

Modern homes built with improved environmental features

Our new long-term care homes share common design features focused on environmental sustainability, including:

- Low-flow toilets
- Energy-efficient fixtures
- 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 for natural ventilation and light
- Variable air flow systems in all non-resident areas for energy conservation
- Central air conditioning
- Recycling
- Monitoring systems
- On-site bike parking

All new long-term care homes undergo energy modelling to predict energy consumption and ensure optimal performance.

Privacy policy protects data

Our health care information privacy program governs responsible collection use, maintenance, and disclosure of data across our organization. It includes education for all team members, policies, procedures, guides, and tools to ensure all patient, resident, and employee information remains safe and secure.



Taking action to strengthen cybersecurity

In 2025, Extencicare continued to strengthen Information Technology (IT) and cybersecurity capabilities through investments in identity management, device security, and workforce awareness. Key initiatives included the phased implementation of single sign-on across enterprise systems, organization-wide deployment of modern device management, expanded cybersecurity training and awareness, and digital modernization efforts that reduced external cyber risk. Together, these actions enhanced the protection of sensitive information and reinforced responsible stewardship of digital resources.

Updated Code of Business Conduct advances ethical operations

In 2025, Extencicare refreshed its Code of Business Conduct and communicated the updated Code across the organization. All team members were required to review the Code and complete a mandatory attestation, reinforcing accountability and ethical standards across the organization.

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

- Conflicts of interest
- Confidentiality and privacy
- Workplace harassment, violence, and discrimination
- Fair dealing
- Compliance with laws, rules, and regulations

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

Increasing accountability

A commitment to responsible and transparent operations underpins Extencicare’s approach to continuous improvement. Our Whistleblower Program supports accountability by providing confidential and anonymous channels for team members, residents, clients, families and other stakeholders to raise concerns related to potential wrongdoing, health and safety, resident or patient care, financial controls or breaches of our Code of Business Conduct.

All concerns are taken seriously and reviewed promptly. Where appropriate, independent investigations are conducted, and actions are tracked through a secure, third-party platform to ensure consistent, and professional resolution across the organization.

Reports detailing all whistleblower submissions are reviewed by the Board at every quarterly meeting to ensure that all complaints are properly addressed and any systemic weaknesses are identified and remedial action taken.

Flood response shows emergency planning in action

Emergency preparedness is essential to protecting the health and safety of residents and team members in long-term care. In January 2025, flooding caused by a burst pipe required the evacuation of residents from Extencicare Fosterbrooke in Newcastle, Ontario.

Our emergency plan was implemented immediately, and in partnership with the Ministry of Long-Term Care, Ontario Health, and Ontario Health atHome, residents were temporarily relocated to nearby homes in the Durham region. Teams worked closely with residents and families throughout the relocation and return process.. We are grateful for the collaboration of system partners and neighbouring homes, and for the dedication of the team ensuring resident safety and continuity of care, every step of the way.

Looking Ahead



LOOKING AHEAD

Looking ahead

Extendicare recognizes that expectations regarding sustainability and climate-related operations, investment, and disclosure continue to evolve. We are taking a measured and practical approach to integrate these considerations across the organization, focused on areas most relevant to our mission, operations and long-term performance.

Extendicare has initiated the development of a sustainability and climate integration roadmap to guide the evolution of governance, risk management, operational oversight, and data collection. This work is expected to support more formalized approaches to identifying and prioritizing sustainability-related risks and opportunities within our company's enterprise

risk management framework, alongside the introduction of scenario-informed analysis, expanded climate-related metrics, and greenhouse gas (GHG) emissions disclosure aligned with the GHG Protocol, with consideration of emerging practices such as the Science Based Targets initiative (SBTi).

The roadmap will be implemented progressively and is intended to improve data quality, strengthen internal accountability, and enhance Extendicare's ability to assess and manage sustainability-related risks and opportunities across its operations and value chain. As these capabilities evolve, Extendicare expects to further integrate sustainability considerations into operational and financial decision-making, with a focus on improving efficiency, managing costs, and supporting long-term value creation. Sustainability at Extendicare is approached as a business priority, with decisions informed by data and aligned with operational realities, to support positive outcomes.

Forward-looking information

This report contains forward-looking information within the meaning of applicable Canadian securities laws, including statements relating to Extendicare's sustainability priorities, climate-related considerations, operational initiatives, and future plans or objectives. Forward-looking information reflects management's current expectations and assumptions and is subject to risks and uncertainties that may cause results or outcomes to differ materially from those expressed or implied.

Certain sustainability-related statements, metrics, and objectives involve evolving methodologies, assumptions, and data that may be refined over time. Environmental and climate-related representations in this report are intended to reflect Extendicare's current understanding of its operations and are based on information believed to be reasonable at the time of preparation.

Consistent with applicable Canadian law, including amendments to the Competition Act addressing environmental representations, such statements should not be interpreted as guarantees of future performance. Except as required by law, Extendicare undertakes no obligation to update forward-looking information.



Appendix

Extendicare’s approach to sustainability reporting continues to evolve. As ESG-related data collection and management processes are refined, certain disclosures in this report are based on information that is subject to ongoing development and improvement. The Company is actively enhancing its internal systems, controls, and processes to support more consistent, reliable, and decision-useful data over time.

This report represents Extendicare’s initial effort to align elements of its disclosure with IFRS Sustainability Disclosure Standards and to consider the Sustainability Accounting Standards Board (SASB) Health Care Delivery standard as a reference for industry-relevant topics. As part of this progression, Extendicare is working to further strengthen its data governance, methodologies, and internal oversight processes. The Company expects to continue refining its data, methodologies, and index tables in future reporting periods as its sustainability practices and reporting capabilities mature.

Data Table and SASB-Index

Metric	2025 result	2024 result	SASB alignment
Workforce			
Number of Team members	~28,000	~24,000	HC-DY-000.A
Scholarships awarded			
Number of nursing scholarships awarded	15	10	HC-DY-330a.1
Number of Livergant scholarships awarded	10	10	HC-DY-330a.1
Number of Bertrand scholarships awarded	5	5	HC-DY-330a.1
ParaMed’s HSW-PSW Bridging Program			
Number of participants	206	265	HC-DY-330a.1
Resident and Family Experience Survey			
Resident survey response rate	90.7%	>86%	HC-DY-260a.1
Family survey response rate	49.7%	46%	HC-DY-260a.1
Residents who would recommend Extendicare	80.9%	79%	HC-DY-260a.1
Families who would recommend Extendicare	78.1%	80.2%	HC-DY-260a.1
Top-rated areas	Laundry, cleaning and maintenance; relationships with others; care services	Laundry, cleaning and maintenance; relationships with others; care services	N/A
Home health care Patient and Caregiver Experience Survey			
Total patient and caregiver surveys completed	~1,300	~1,000	HC-DY-260a.1
Fundraising for Alzheimer Society of Canada			
Total amount raised	~\$645,000	~\$150,000	N/A
Open door visits with stakeholders			
Amount of visits	~50	~50	N/A
SGP purchasing services			
Beds served	153,600	146,300	HC-DY-000.A
ParaMed Gentle Persuasive Approach training			
Number of trained team members trained to date	~500	0	HC-DY-330a.1

Data Table and SASB-Index (continued)

Metric	2025 result	2024 result	SASB alignment
Extendicare Leadership Institute			
Number of participants	36	18	HC-DY-330a.1
Management Fundamentals Program			
Number of participants	110	19	HC-DY-330a.1
Employee Engagement Survey			
Overall engagement score	7.5	7.2	HC-DY-330a.1
“At work I know what I am expected to contribute.”	8.7/10	8.6/10	HC-DY-330a.1
“I am motivated to put my best efforts into work”	8.6/10	8.5/10	HC-DY-330a.1
Preceptor Resource and Education Program (PREP)			
Number of student placements supported	3,118	~2,800	HC-DY-330a.1
Canadian Nurses Foundation scholarships			
Total number of scholarships awarded	50	48	HC-DY-330a.1
Independent directors			
Number of independent directors	8	8	HC-DY-510a.1
Redevelopment projects under construction			
Number of projects under construction	7	6	N/A
Number of beds under construction	1,728 (replacing 1,375 Class C beds)	1,408 (replacing 1,097 Class C beds)	N/A

Appendix

IFRS S1 Reference Index

This index is provided to assist readers in locating disclosures that align with the principles of IFRS S1. The report has been informed by IFRS Sustainability Disclosure Standards and the SASB Health Care Delivery standard; however, it does not represent full compliance with these frameworks. Climate-related considerations are currently addressed at a high level and are embedded within broader strategy and risk management discussions. Extencare intends to enhance its alignment with IFRS S1 and S2 over time as internal processes, data, and governance continue to evolve.

IFRS theme	Disclosure focus	Relevant sections in report	Notes
Governance	Board oversight of sustainability-related risks and opportunities	Governance	Oversight provided through Board of Directors and Human Resources, Governance and Sustainability Committee
	Management’s role in assessing and managing sustainability-related matters	Governance; Risk Management	Integrated into existing management structures and enterprise risk management processes
Strategy	Business model and value creation	Business Model and Materiality; Strategy	Transition to service-based care model and integrated care delivery
	Sustainability-related risks and opportunities affecting operations and strategy	Strategy; Risk Management	Focus on workforce, infrastructure, care delivery, and operating environment
	Sustainability considerations in operational and strategic planning	Strategy; Risk Management	Sustainability considerations, including climate-related factors, are primarily reflected in operational and infrastructure contexts
Risk Management	Processes for identifying and assessing sustainability-related risks	Risk Management	Integrated within enterprise risk management framework using existing risk registers and inputs
	Processes for managing sustainability-related risks and opportunities	Risk Management	Use of existing controls, mitigation strategies, and escalation pathways
	Integration of sustainability into overall risk management	Risk Management	Sustainability-related risks incorporated into enterprise risk management processes
Metrics and performance	Metrics used to assess performance	Appendix; Metrics and Performance; Our Values in Practice	Primarily workforce, care quality, and operational indicators; metrics continue to evolve
	Approach to measurement and data development	Metrics and Performance; Appendix	Data systems, methodologies, and governance processes are under development and expected to improve over time
Outlook and continuous improvement	Future enhancements to sustainability-related disclosures and practices	Roadmap and Next Steps; Metrics and Performance	Focus on strengthening governance, data, and integration over time; continued alignment with IFRS standards planned

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