



## CHARTWELL'S DIVERSITY AND INCLUSION FRAMEWORK

Chartwell's Diversity and Inclusion Framework sets the direction for our priorities and objectives with respect to Diversity and Inclusion. It aligns with our Workplace Diversity and Inclusion Policy and our vision of **Making People's Lives BETTER.**

"Diversity of cultures, history, experiences, identities and thoughts leads to more intelligent discussions and better decisions. Inclusion is not just the right thing to do, it's the smart thing to do"

**VLAD VOLODARSKI**  
Chief Executive Officer

**CHARTWELL'S DIVERSITY AND INCLUSION VISION:** To be a diverse and inclusive organization that values and encourages different experiences, backgrounds, cultures, ways of life and viewpoints and recognizes the important contribution that these differences make to the organization as a whole in furtherance of Chartwell's Vision of Making People's Lives BETTER.

Chartwell's success is built on a diverse, respectful and inclusive workplace. We seek employees who enhance our work environment, who are committed to upholding our values and who believe a workplace should be welcoming and inclusive for everyone. We encourage diversity in our workplace because we understand that different backgrounds, abilities and perspectives will help keep us innovative and dynamic.

## **ALIGNMENT WITH OUR VISION, MISSION AND VALUES**

***Our Vision is...*** Making People's Lives BETTER

***Our Mission is...***

- to provide a happier, healthier and more fulfilled life experience for seniors;
- to provide peace of mind for our residents' loved ones;
- to attract and retain employees who care about making a difference in our residents' lives; and
- to provide an investment opportunity that benefits society with reasonable and growing returns to the unitholders.

***Our Values are...***

Respect – We honour and celebrate seniors

Empathy – We believe compassion is contagious

Service Excellence – We believe in providing excellence in customer service

Performance – We believe in delivering and rewarding results

Education – We believe in lifelong learning

Commitment – We value commitment to the Chartwell family

Trust – We believe in keeping our promises and doing the right thing

We believe that inherent to our Mission, Vision and Values is a culture of inclusion and respect.

We embrace diversity for Innovation and Growth.

- We speak up for inclusion and empower people to grow and achieve more.
- We seek out and respect different perspectives to challenge conventional approaches.
- We identify and act on the opportunities and needs that diversity brings.

## **DIVERSITY AND INCLUSION MATTERS**

Chartwell believes that prioritizing diversity and inclusion is not only the right thing to do but makes good business sense. Embracing Diversity and Inclusion leads to increased innovation, better service to our residents and a better working environment for all.

At Chartwell, **diversity** refers to any differentiation between people and groups of people. It means a respect for and appreciation of differences in identity such as age, gender, ethnicity, national origin, sexual orientation, disability, indigenous status, gender expression/identity, education, religion and other differentiations among us.

**Inclusion** means being valued, respected and involved. It's about recognizing the needs of each individual and having the right conditions so that each person has the opportunity to achieve their full potential. Inclusion is reflected in an organization's culture and practices, in addition to its programs and policies. It results in individuals feeling they can bring their entire selves to work and contribute their ideas, experiences and talents to the fullest.

Diversity and Inclusion result in creative thinking that embodies varied perspectives, life experiences, cultures and ways of looking at the world to generate insight and better results.

We seek to:

- Attract the best talent from the entire talent pool.
- Be a leader in inclusion and leadership diversity.
- Represent the communities we operate in.
- Leverage diversity and inclusion for our growth and success.

## **CHARTWELL'S COMMITMENTS**

Having the best talent requires tapping into the entire talent pool. The composition of our workforce is an important measure of how well our diversity efforts are working. We are committed to having a diverse, inclusive workplace where every individual has opportunities and access to the resources required to reach their full potential.

Chartwell commits to:

- Strengthen a culture of inclusion and addressing barriers to career advancement.
- Enable learning through diversity and inclusion, including addressing unconscious bias and fostering inclusive leadership.
- Enable and promote work practices that foster diversity of thought.
- Recruit, develop, mentor and advance persons from groups that have been historically disadvantaged in Canada including indigenous peoples, women, visible minorities, religious minorities, persons with disabilities and persons of minority sexual orientations and gender identities.

## **ADVANCING THE CHARTWELL DIVERSITY & INCLUSION FRAMEWORK**

Implementing the Chartwell Diversity and Inclusion Framework is an ongoing journey that takes sustained commitment. In furtherance of this commitment, and to champion the ideals set out in this Framework, Chartwell has established a Diversity and Inclusion Leadership Council, Chaired by the Chief Investment Officer and Chief Legal Officer (the "CIO/CLO").

### **Oversight and Responsibilities**

The Chartwell Diversity and Inclusion Leadership Council (the "Council") has oversight responsibility for the implementation of the Chartwell Diversity and Inclusion Framework.

The Council is comprised of:

- One representative from Operations.
- One representative from People.
- One representative from Legal.
- One representative from Marketing.
- One representative from Business Project Management.
- One representative from Payroll, Benefits and HCM Systems.

- Three employee representatives from our residences (the “Residence Representatives”).
- Two employee representatives from our corporate offices (the “Corporate Representatives”).

The Operations, People, Legal and Marketing representatives will be appointed by the Senior Executive Committee. The Residence Representatives and the Corporate Representatives will serve for two year terms and will be selected by the Senior Executive Committee through a nomination process. The Council will itself represent a diverse representation of our workforce (see Schedule “A” for the Nomination Form).

The Council will meet quarterly. The responsibilities of the Council include:

- Assist the CIO/CLO in the creation of the Diversity and Inclusion strategies and key milestones.
- Embed this Diversity and Inclusion function across the organization with strong connections to all departments and operational platforms.
- Broadly build and share knowledge on Diversity and Inclusion success and impact.
- Work with Learning & Development to identify specific Diversity and Inclusion education content to be included in employee training and professional development.
- Identify Diversity and Inclusion barriers that impact recruitment, retention and advancement, training, and key assignments.
- Gather data on Diversity and Inclusion and make recommendations for improvement in this area.
- Periodically review and provide comments on Chartwell’s Diversity and Inclusion in the Workplace Policy.
- Track Chartwell’s progress with respect to Diversity and Inclusion.
- Create content and custom Diversity and Inclusion messages for the Communications team to deliver to leadership and the general employee population.
- Act as change agents for the organization – champion Diversity and Inclusion and promote Chartwell as an employer of choice.

# SCHEDULE "A"

## Diversity and Inclusion Leadership Committee Nomination Form

Nominator: (can be nominee)

Nominee:

Resident Representative:

Corporate Representative:

Residence: \_\_\_\_\_

Corporate Office: \_\_\_\_\_

Years with Chartwell:

Position with Chartwell:

Why is this Nominee a good candidate for the Diversity and Inclusion Leadership Council?

Does this Nominee have any ideas for change at Chartwell? If so, please provide details.