



2022  
**ESG**  
**REPORT**







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# CEO Message

We are privileged to work in a sector that generates tremendous positive societal impact by serving and caring for the most respected segment of our population – our seniors. As a leader in the retirement living sector in Canada, at Chartwell we see it as our duty to continuously evolve, improve and grow our contribution to society.

The last two years have been overshadowed by the global COVID-19 pandemic which tested the very foundation of our company - our resilience, our dedication, and our culture. I am extremely proud of how Chartwell people responded to this crisis. True to our vision of Making People's Lives Better, our teams stepped up to the challenge, always putting our residents and their families first and supporting each other.

While managing through the pandemic has been the most important focus of our efforts over the last two years, we were also busy establishing a solid foundation for our business recovery, and continuing to grow and enhance our management platform. We introduced new and improved services to our residents, implemented numerous initiatives to enhance support and engagement of our employees, including our renewed focus on diversity and inclusion, made meaningful investments in environmental initiatives, supported several important charitable causes, and continued to lead health care and real estate sectors in corporate governance. We are proud of our achievements, but we know we have more to do.

Our culture manifests itself in our results and lives in our stories. Stories about our residents, employees, and the communities in which we operate are heartwarming and inspirational. They deserve to be told. I invite you to read our 2022 ESG report, where you will find, in addition to statistics and key performance indicators, many of these great stories.

Sincerely,



Vlad Volodarski,  
CEO



## OUR VISION

making people's lives **BETTER**

## OUR MISSION

To provide a happier, healthier and more fulfilling 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

To provide an investment opportunity that benefits society with reasonable and growing returns to our unitholders

## OUR SERVICE VISION

Delivering an exceptional resident experience that is personalized, memorable, and feels like home - where family and friends feel welcome and respected.

## OUR VALUES

# RESPECT

### 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

# ENRICHING THE LIVES OF OUR RESIDENTS

At Chartwell, we are all about people. We are in the business of health, happiness and peace of mind for older adults, their families and the communities across Canada where we operate. We are passionate about helping people live their best lives, both inside our residences and within our communities.



# Active Living Programs

At Chartwell, we believe that active living is a critical component in helping seniors maintain their overall health and well-being. Our residences make it easy for residents to remain physically active as well as socially engaged in their communities and with family and friends so they can enjoy a happier, healthier and more vibrant lifestyle. Chartwell's signature activities and programs are designed to engage the body, mind and spirit and help our residents live life to the fullest. They are offered in all Chartwell retirement residences across the country. In addition, a wide variety of unique recreational programs have been developed and are offered by individual residences.

## LIVE NOW

Our LiveNow program is at the heart of Life Enrichment and provides residents with opportunities to have an actively engaged lifestyle. Our aim is to provide memorable experiences both big and small that enrich lives and offer opportunities to make connections with new friends. LiveNow brings together six dimensions of wellness: spiritual, physical, emotional, intellectual, social, vocational.

**Ports of Call** is a travel-themed activity celebrating a specific destination through a variety of cultural programs including live entertainment and themed meals. It gives residents an opportunity to gather together, socialize and share past travel experiences with one another.

**Rhythm 'n' Moves** seeks to engage residents in a fun and interactive music and movement program that supports health and physical wellbeing. Facilitated by our Lifestyle and Program Managers, classes are held in a relaxed and supportive atmosphere where residents of varying mobility levels can participate at their own pace.

**H.O.P.E.** is a vocational signature program encouraging residents to explore personal interests and goals through meaningful activities such as learning new skills, participating in hobbies and goal setting. H.O.P.E., which stands for Helping Others for Purposeful Engagement, is a program framework that creates opportunities for residents to connect with their community, which in turn promotes a sense of purpose and meaning in their lives.

The **Java Music Club** offers an enjoyable and inclusive way to help build a culture of positive mutual support. Residents meet in a safe, warm and inviting group atmosphere where they are encouraged to express themselves and seek out support from others without fear of judgment.

Chartwell's **Moments that Matter** program encourages residents to share a special moment they have been dreaming about and let Chartwell staff help make it a reality, enriching the lives of our residents by enabling them to accomplish their dreams and participate in activities that make them happier, healthier and more engaged in their communities.

**FitMinds** Is an intellectual program that offers residents two distinct options to help enhance and support their overall brain health. The Stay Sharp program is aimed at encouraging cognitive resilience and better brain fitness for healthy seniors, while the Interact program is a cognitive stimulation therapy program for seniors with dementia that is intended to help slow the disease's progression.

**On average, a single Chartwell residence will provide over 120 Life Enrichment experiences across the six dimensions of wellness per month. That's over 1,400 available enriching experiences per year for residents in each of our residences.**

# Stories



Evelyn from **Chartwell Bayview Retirement Residence** had one item left on her bucket list – being carried in a fireman’s hold! During Fire Prevention Week, the local fire department visited the residence and staff made sure fireman Ryan fulfilled Evelyn’s special wish!



Mrs. Lalonde, from **Chartwell Heritage Retirement Residence** in Ottawa, used to often go ice skating with her late husband. Since he passed away in 2015, she had not gone back. The team at Chartwell

Heritage surprise her on a special outing... to the skate rink. Mrs. Lalonde was still amazing to see on the ice, full of grace!

**Chartwell Christopher Terrace Retirement Residence** resident Joan and Lifestyle Programs Manager



Izabela have many cultural and spiritual similarities. When Joan purchased a rosary in her favourite colour from a vendor at the residence, Izabela knew that having it blessed by a priest would make Joan’s day. When Joan found out, she smiled from ear to ear, grateful that Izabela went above and beyond for her to make her day memorable. Thank you to Izabela for thinking of the small things that make such a big impact on our residents’ lives.

Memory Living residents at **Chartwell Tiffin Retirement Residence** in Midland, Ontario, were treated to a wonderful outing at White Pines Golf & Fishing. A number of residents caught rainbow trout and they were thrilled when they got to bring it back home to enjoy. Thank you to Universal Care Provider Shayne, who helped to fillet the fish and to Maintenance Manager Kevin, who helped to fry them up! This is a wonderful example of employees going above and beyond to put a smile on our residents’ faces.



Celebrating her 90th birthday at **Chartwell Trilogy Long Term Care Residence** in Scarborough, Ontario, Rashida generously turned her spotlight towards the caring staff there. Rashida had party platters brought in to share with everyone and gave a thoughtful speech thanking those who enrich her life every day.



Carla, a Personal Support Worker at **Chartwell Elmira Long Term Care Residence** in Elmira, Ontario, embodies Chartwell’s values in her caring and dedicated service to residents. She’s also a talented artist and paid tribute to her colleagues with this beautiful sketch.

Anny’s family wrote a Letter to the Editor thanking **Chartwell Parkhill Long Term Care Residence** in Parkhill, Ontario for her exceptional care. “I watch as my aunt glows in the presence of any staff member who works there,” her niece Frieda Michielsens wrote. “The staff never fails to surprise any of us with their creativity and absolute compassion for the residents. They all feel like family to us and true superheroes whose goal is to provide the best care possible.”







Thank you for the thoughtful and creative teamwork at **Chartwell Fountains of Mission Retirement Residence** in Calgary, Alberta for a beautiful Mother’s Day tribute gift to their resident moms. Lifestyle & Program Manager Lisa photographed the residents’ loving hands and paired them with a poignant poem written by Maintenance Manager Nancy.

One of John’s great wishes was to put on his tuxedo and spend an evening dancing, as he had done many times pre-pandemic. Thank you to Alanna, our Lifestyle and Program Manager at **Chartwell Renaissance Retirement Residence** in Langley, British Columbia for planning a sweet formal soirée and joining John for a spin on the dance floor.



Caroline, Lifestyle and Program Manager at **Chartwell Villa de l’Estrie** in Sherbrooke, Quebec tours all floors of the residence once a week with her “happiness cart”. With games, candy and tea, happiness is spread in all the apartments. For residents, this is a weekly rendez-vous not to be missed with Sweet Caroline!



The team at **Chartwell Villa Jonquière** in Saguenay, Quebec, wanted to showcase the exceptional talents of Marie-Ange, a 99-year-old resident whose creativity knows no bounds! The team helped set her up to sell some of her beautiful hand-made greeting cards, which she skillfully crafts herself with love and care. Her biggest fan and granddaughter, Erika, was touched and thankful that her grandmother’s residence encourages seniors to express themselves through art.

For Caroline Lemay, our Retirement Living Consultant at **Chartwell Le Duplessis** in Trois-Rivières, Quebec, new residents receive special attention. Marcel had joked that he would sign his lease only if she agreed to play pool with him, a game they both excel at. Promises are made to be kept!



# Care And Wellness Programs

We are committed to helping residents enjoy their retirement years with the comfort, dignity and peace of mind they deserve and Chartwell's various Care and Wellness programs are offered to help residents manage their needs in the comfort and privacy of their Chartwell residence. Services are delivered by the Chartwell staff they know and trust, in the place they've chosen to call home.

## IMAGINE

Chartwell's "Imagine" program, offered to residents residing in our Ontario long term care homes, focuses on supporting residents living with dementia. Through this program, staff develop leadership skills, learn more about dementia, discover ways to build more meaningful relationships with residents and their families and provide purposeful activities that meet our residents' own personal needs.

## IMAGINE STORIES



Francesca is a new resident at **Chartwell Willowgrove LTC**, in Hamilton, Ontario, and takes great pride in her personal belongings and sharing stories about her family. The Imagine team at the residence took the initiative to create meaningful "All About Me" stories alongside each new resident. This new process has become a great starting point to building relationships with residents and their families. Both Francesca and her family were thrilled that staff wanted to know more about who she is, where she came from and what helped shape her personality, rather than to just asking about her medical history.

Rose, from **Villa Forum LTC**, in Mississauga, Ontario, loves receiving video calls from her family, especially her great grandchildren. Whenever they call they all enjoy singing together. Their favourite song to sing together is "You Are My Sunshine." Rose loves music and playing piano. She has passed this love down to her children, grandchildren and great grandchildren. With video chats provided by recreation staff she still gets to share this love of music with her family! Another resident Elsa had never done a video call before and was amazed to see her daughter on the screen. They enjoyed seeing each other and catching up.



## QUALITY INDICATORS

Chartwell has had a strong record of performance with respect to the publicly reported quality indicators in Ontario Long Term Care — measuring anti-psychotic drug usage without a diagnosis of psychosis, residents who have fallen within the last 30 days, restraint usage, residents with pain, residents with worsening pain, worsening stage 2-4 pressure ulcers and depression — when compared to Ontario’s provincial average. Chartwell continues to score better than the provincial average on each of the quality indicators.

## CARE ASSIST

Our Care Assist Program is an offering of a la carte wellness services and all-inclusive care packages for residents in our Ontario retirement residences. The program is designed to help residents achieve comfort and quality of life delivered by the caring Chartwell staff whose highest priority is to help them feel their best each and every day. Example of services include:

- Medication management
- Assistance with bathing or showering
- Escort assistance to meals or activities
- Resident lifting and repositioning
- Injection service
- Physiotherapy
- Oxygen therapy
- Audiology services
- Lab service
- Assistance with morning or evening routine
- Continence care
- Meal assistance
- Oxygen management
- Therapeutic bath
- Foot care

## PHARMACY

We have partnered with CareRX, one of Canada’s leading providers of pharmacy services to seniors, to offer residents innovative and convenient digital health services that enhance the overall resident experience and provide even greater peace of mind for families and loved ones.

Through CareRX’s large network of pharmacy fulfillment centres in Ontario, British Columbia and Alberta, our residents in these provinces are able to receive their medications in a timely and cost-effective manner that is responsive to their routine changes in medication management.

## VIRTUAL PHYSICIANS

Chartwell and CareRx introduced a Virtual Physician Service for our residents, creating a path for connecting residents and physicians in order to improve access as well as the overall experience for our residents. The services range from assessment, diagnosis and treatment, to prescriptions and prescription renewals. A unique advantage of this service is the timely access to virtual specialist referrals.

The Virtual Physician Service has been implemented in our Ontario retirement residences and **we will expand the service offering to our residences in British Columbia and Alberta in 2022.**





# Food & Beverage Program

## The Dining Experience

Our residents deserve great food and great service, so it is our priority to ensure that every meal residents enjoy with us is delicious, wholesome and appealing. Our food and beverage teams get to know our residents well so they can anticipate their preferences, allowing residents to relax and savour an appetizing meal in good company.



### TASTE OF THE SEASON

Chartwell's retirement residence menus are uniquely crafted for all four seasons of the year and highlight ingredients, often available locally from our produce suppliers. Lunch and dinner features are not repeated within a four-week period.

### DAILY FEATURES

Each day, our retirement residents see a new lunch and dinner feature on their menu—but if for any reason a resident does not want the day's fresh feature, they can choose from a variety of popular favourites prepared to their preferences from our à la carte menu.

### CHARTWELL'S CULINARY CENTRE

The first of its kind in the Canadian senior living industry Culinary Centre, where we train food and beverage employees in a state-of-the-art commercial kitchen.





# Resident Satisfaction

Chartwell’s annual Resident Satisfaction Survey gives our residents an opportunity to provide their feedback on our programs and staff. The input provides valuable information to the residences and corporate support functions in order to determine how to best support our residents and their needs.

For 2021, Chartwell’s resident satisfaction score was **55% “Very Satisfied”**, meeting our target. When including **“Satisfied”** residents, Chartwell’s score for 2021 was **85%**.

The Survey revealed that our staff and the experiences they create for our residents and family is truly what sets Chartwell apart. It is not surprising that Chartwell’s staff and Residence Managers continue to remain the two top drivers of resident satisfaction.

Due to the COVID-19 pandemic, we did not conduct our annual Resident Satisfaction Survey in 2020. Instead, we conducted a modified survey focused on our handling of the pandemic. The survey revealed that **96% of Chartwell residents and 95% of residents’ families and friends responded that Chartwell “took important steps to keep them safe”**. Further, **94% of residents’ families responded in the modified survey that their “loved ones were safe living at Chartwell”**.

**TARGET:**  
**67% VERY SATISFIED**  
**RESIDENTS BY 2025**



# Residents And Their Families Feel Safe In Our Communities

# 96%

**OF RESIDENTS FELT THEIR CHARTWELL RESIDENCE TOOK IMPORTANT MEASURES TO KEEP THEM SAFE DURING COVID-19**

Chartwell Listening to Serve You Better Survey, 2020, from almost 13,500 respondents.

“

Thank you, Chartwell! My family and I are most grateful and appreciative of all you and your staff have done to keep our mother safe, healthy and well cared for since she became a resident nearly a year ago. The quick response and precautions taken during the pandemic to secure the safety and support of the residents have been outstanding. **We couldn't have chosen a better place for our mother's care!**

- Lisa Walker, Hamilton, ON

”

“

I would like to say thank you to Chartwell staff for doing a remarkable job. **They are doing so many great things to keep all residents safe and also happy.** It's a tough time for everyone, but they're endeavoring to keep spirits up with different activities and treats, at the same time ensuring social distancing. My Mom is a resident and I feel extremely confident in the measures that are in place right now.

- Patti Reld, Edmonton, AB

”

# 97.5%

**OF ALL CHARTWELL RESIDENTS ARE VACCINATED AGAINST COVID-19**

As of January 7, 2022

# OUR PEOPLE

ATTRACT, ENGAGE,  
DEVELOP AND BUILD UP

Our people are our greatest asset. At Chartwell, we are committed to enriching the lives of our employees and empowering them to make a difference in the lives of our residents and the communities in which we operate. We invest in their well-being, providing them with healthy workplaces, autonomy, and the right tools and training so they can thrive in their roles.

# Employee Engagement Survey

We strive to provide an engaging work environment where employees feel fulfilled and committed to Making People’s Lives Better! Our annual Employee Engagement Survey provides employees an opportunity to provide confidential, honest feedback about Chartwell, their jobs, and the factors that inspire them to go above and beyond in their roles. This feedback helps us understand if we are meeting the expectations of our employees and/or what we can do better to ensure employees are engaged at work.

We use this feedback from our employees to continue implementing various initiatives and programs to recruit and retain our valuable employees and continue to make Chartwell an employer of choice. We also use the feedback and data to foster diversity in our business, along with a culture of inclusivity and open communication, promoting diverse, inclusive and accessible work environments that facilitate collaboration and give employees the support they need to succeed.

For 2021, Chartwell’s employee satisfaction score was **42% “Highly Engaged”**. When including “Engaged” employees, Chartwell’s score for 2021 was **77%**.

**TARGET:**  
**55% “HIGHLY ENGAGED”**  
**EMPLOYEES BY 2025**





# Diversity Of Chartwell Employees

Chartwell employees represent various cultures, life experiences, identities and backgrounds. This rich diversity is a huge asset to Chartwell as it helps us to think differently and create an environment more conducive to innovation, which is especially critical in our ever-evolving and complex world.

Chartwell has established a Diversity and Inclusion Leadership Council (“DILC”), comprised of a diverse group of employees from the corporate office and our residences. The DILC advises and supports Chartwell in the development and implementation of its diversity and inclusion strategies.

“

Diversity and inclusion is fundamental to our culture. Our staff, residents and unitholders benefit from Chartwell being a diverse and inclusive organization that values and celebrates our differences. This focus allows us to attract top talent, drive innovation and growth, and contributes to our vision of **Making People’s Lives BETTER**. I am proud of our current progress and excited by the steps we continue to take in developing a welcoming, respectful and inclusive culture for all.

- Jonathan Boulakia, Chair, DILC  
Chief Investment Officer and Chief Legal Officer

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The DILC is responsible for the implementation of Chartwell’s Diversity and Inclusion Framework which sets the direction for Chartwell’s priorities and objectives with respect to Diversity and Inclusion.

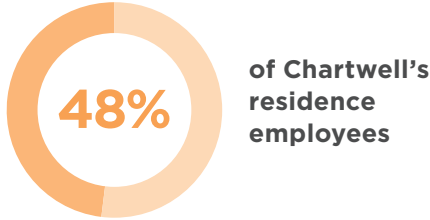
**Embodying varied perspectives, life experiences, cultures and ways of looking at the world to generate insight and better results, Chartwell is committed to:**

- Strengthening a culture of inclusion and addressing barriers to career advancement.
- Enabling learning through diversity and inclusion, including addressing unconscious bias and fostering inclusive leadership.
- Enabling and promoting work practices that foster diversity of thought.
- Recruiting, developing and advancing 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.

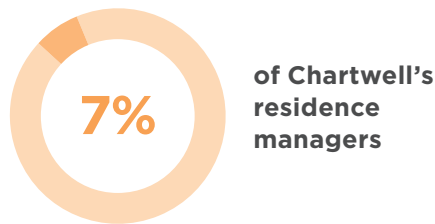
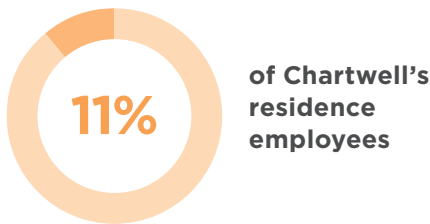
2021 was the first year we asked demographics questions from our employees and we will continue surveying our employees in subsequent years. **We also asked our employees how they feel about our handling of issues relating to Diversity and Inclusion and will continue to do so in future surveys.**

**DEMOGRAPHICS AT CHARTWELL RESIDENCES**

**ETHNIC MINORITIES**

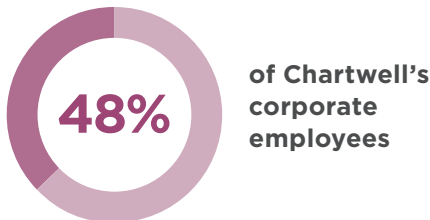


**LGBTQ+ <sup>1</sup>**

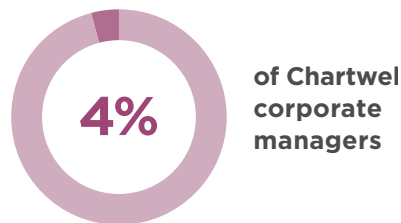
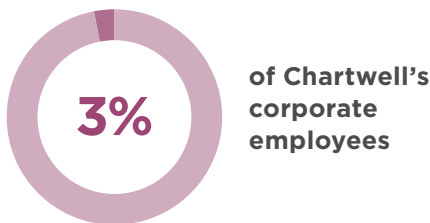


**DEMOGRAPHICS AT CHARTWELL CORPORATE OFFICES**

**ETHNIC MINORITIES**



**LGBTQ+ <sup>1</sup>**



\*Statistics based on Chartwell's 2021 Diversity Survey, where participating employees self-disclosed their status.

1. Lesbian, Gay, Bisexual, Transgender, Transsexual, 2/Two-Spirit, Queer, Intersex, Asexual

**Chartwell is focused on ensuring its numerous recruitment, retention, development and promotion initiatives are accessible to people of diverse backgrounds.**

Chartwell Retirement Residences has a long-standing commitment to the advancement of women to the highest levels of leadership.

“

So many of the people that we care for, and those who provide that care and support, are women. I am so proud of how well represented women are at Chartwell at a leadership level and I am honoured to be a role model for the women who will follow me into these senior roles in the future.

- Karen Sullivan, President and Chief Operating Officer

”

#### WOMEN WITH LEADERSHIP ROLES AT CHARTWELL

**33%** of Board Directors (3 of 9)

**43%** of Independent Board Directors (3 of 7)

**50%** of Executive Officers (2 of 4)

**71%** of Sr. Vice Presidents (5 of 7)

**54%** of Vice Presidents (15 of 28)

**41%** of Sr. Directors (7 of 17)

**50%** OF ALL LEADERSHIP ROLES  
AT CHARTWELL (32 OF 64)

The Globe and Mail Report on Business' Women Lead Here publication recognized Chartwell as a trailblazer in gender diversity in corporate Canada in 2020.

Since 2011, 144 participants have completed Chartwell's **Aspiring Leaders Program** for candidates with the potential to become Retirement Residence General Managers or Long Term Care Residence Administrators. Of the attendees since inception, 74% were female and 44% of those women were ultimately promoted. In 2021, 14 women (67%) participated in the program.

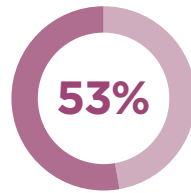
Chartwell's **Mentorship Program**, introduced in 2005, includes one-on-one mentorships as well as sessions with members of the Senior Executive Committee, SVPs and VPs, and education sessions. Since 2016, over 2/3 of mentees and mentors have been women. In 2021, 134 participants graduated from **The Chartwell Experience Program** designed to create exceptional resident experiences. 113 of these participants (84%) were women.

## CHARTWELL'S EMPLOYEE DATA (AGE AND GENDER REPRESENTATION)

### CORPORATE

Senior Director and Above

**53** Total Number of Active Employees



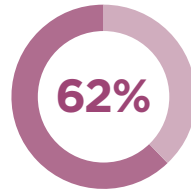
Percent Female

**54** Average Age

### CORPORATE

Directors and Below

**511** Total Number of Active Employees



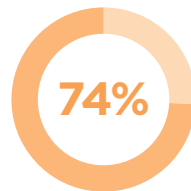
Percent Female

**45** Average Age

### RESIDENCES

Managers

**1,260** Total Number of Active Employees



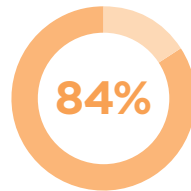
Percent Female

**47** Average Age

### RESIDENCES

Other Staff

**13,765** Total Number of Active Employees



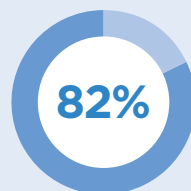
Percent Female

**40** Average Age

### TOTAL

Corporate and Residence Staff

**15,589** Total Number of Active Employees



Percent Female

**41** Average Age





**82%** OF ALL CHARTWELL EMPLOYEES ARE WOMEN

**LENGTH OF SERVICE**

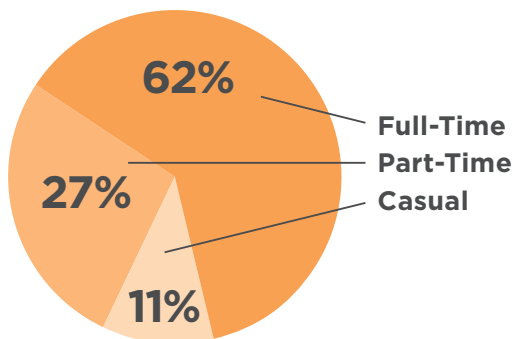
**7.5 Years** is the average length for Chartwell’s long term care employees

**5.4 Years** is the average length for Chartwell’s retirement employees

Including full-time, part-time and casual employees

**POSITION DISTRIBUTION**

Chartwell is a 24/7 business. Our part-time and casual employees play an important role in ensuring around the clock resident care services.



Breakdown of all Chartwell residences and corporate employees on the full-time equivalent (FTE) measure.

## FROM PERSONAL SUPPORT WORKER TO THE TOP JOB - CANDACE LANTHIER



As soon as Candace Lanthier joined the staff of a Chartwell LTC home, she saw the potential for advancement when her Administrator said he started his career in the Recreation department. Now, Lanthier is the example.

“When people see that I worked as a Personal Support Worker (PSW), it gives them that motivation that it’s possible to grow within Chartwell,” says Lanthier, an award-winning Administrator now at Queen’s Garden Long Term Care residence in Hamilton, ON. “Right from the get-go, I always felt that I could do more. **Every single one of the leaders and mentors I had over the years saw something different in me that they could grow.**”

She served as a union steward, continued her education, and graduated from the Aspiring Leaders Program.

“There is no divide at Chartwell between men and women,” Lanthier says. “We are all treated as equal, that we are here to do one thing which is to take care of our residents and our staff. We all have an equal say at the table.”

## “IN OUR LEADERS, I SAW WHAT WAS POSSIBLE” - LUCIANA VIEIRA

Adjusting to Canadian life after moving from Brazil as a teenager, Luciana Vieira found comfort and appreciation in her afterschool job at a seniors’ residence. Inspired to become a nurse, she progressed through three Chartwell residences to Health & Wellness Manager at Chartwell Gibson in North York, ON and won a place in the “truly life-changing” Aspiring Leaders Program.

“It allowed me to match my knowledge and my passion and take my wish to make a difference to the next level. **I’m so glad that Chartwell invested in me, in my career, my dreams and my aspirations,**” says Luciana, now Chartwell Grenadier’s General Manager and a member of Chartwell’s Diversity & Inclusion Leadership Council. “Chartwell is such an amazing example of what businesses should be like for women. There are so many women in power. They give us that sense that we can achieve whatever they have achieved because they are there.”

### “LIFT AS YOU RISE” - KIM GRANT

Kim Grant was enrolled in dental hygienist school when she became a part-time server at Chartwell Royal Park in Calgary AB.

“I thought, ‘Nope, I think I want to be here.’ It was a big deal. I really loved the way I could change somebody’s life and make it better. I loved that feeling and it was something that just totally clicked,” she says.

Grant advanced through receptionist, office manager and sales positions, and earned a place in the mentorship and Aspiring Leaders programs. In 2019, at age 28, she became Chartwell Royal Park’s General Manager.

As leader, she is dedicated to spotting the next rising stars, regardless of their current age or position.

“You just get that vibe from them and see their potential, that we’ve got to hold on to this one and do everything we can to help them get to where they need to be,” Grant says. “I have some future female leaders in my building right now that we’re working with. I was given those opportunities at Chartwell. All I had to do was make it known and they helped me. **It’s important to me everybody be given that same opportunity that they deserve.**”



### “ASPIRE HIGH AND YOUR GOAL WILL BE REACHED” - HEIDI GAGNÉ



As a college Recreation Program graduate, Heidi Gagné started at Chartwell as a Lifestyle and Programs Manager and rose through the ranks. After learning all facets of management in the Aspiring Leaders program and earning a certificate in Administration, she became General Manager of Chartwell L’Unique Retirement Residence in St-Eustache, QC.

**She is committed to supporting her staff and ensuring women on her team are confident to assert themselves and feel proud of their accomplishments.**

# Labour Relations

We recognize and respect the principles of freedom of association and our employee-partners' right to collective bargaining.

**88** Bargaining Units in Ontario (RET)

**11** Bargaining Units in Alberta (RET)

**18** Bargaining Units in British Columbia (RET)

**43** Bargaining Units in Quebec (RET)

**48** Bargaining Units covering LTC RNs and Service Staff (ON and BC)



**69%** of our frontline residence employees are unionized. **80%** of the residences in our portfolio, are represented by bargaining units.

We maintain a collaborative relationship with our unionized employees' unions and with our non-unionized employees' employee associations. We freely negotiated 57 collective bargaining and employee association agreements in 2020 and 43 collective bargaining and employee association agreements in 2021. This represents 71% of the total number of collective agreements settled over the last two years.

Out of **140** collective bargaining and employee association agreements settled in 2020 and 2021, **91%** are for multi-year terms.

**69%**

**UNIONIZATION  
AMONG CHARTWELL'S  
FRONTLINE RESIDENCE  
EMPLOYEES**

**100**

**AGREEMENTS,  
INCLUDING EMPLOYEE  
ASSOCIATION AGREEMENTS,  
FREELY NEGOTIATED IN  
2020 AND 2021**



# Safety In Chartwell's Operations

## OCCUPATIONAL HEALTH AND SAFETY

Employee health and safety is the basis without which true employee engagement is not possible. Chartwell offers numerous programs, safety measures and employee benefits to foster a culture of health and wellness, guided by our Health and Safety Policy.

**100%** OF ALL CHARTWELL EMPLOYEES ARE VACCINATED AGAINST COVID-19

In 2021, we made COVID-19 vaccination mandatory for our long term care and retirement home staff across Canada. Chartwell's vaccination policy enhances protections 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.

## PPE TO PROTECT STAFF

Sourcing of personal protective equipment ("PPE") for our staff and residents is a critical response measure in ensuring the safety of staff and residents and in minimizing the transmission of COVID-19.

Despite the disruption of supply chains in the early stages of the pandemic our supply chain team quickly found numerous sources and created our own distribution network that enabled us to make masking mandatory for our staff in all our residences even before it was directed by public health authorities.

**40,000,000+** pieces of PPE  
SOURCED BY CHARTWELL FROM  
MARCH, 2020 TO DECEMBER 31, 2021.

## JOINT HEALTH AND SAFETY COMMITTEE

Providing a safe and healthy workplace is the most fundamental obligation we have to our employees.

Our commitment to health and safety is set out in our **Code of Business Conduct and Ethics**. All employees are responsible for acting in a way that protects themselves and others. They are expected to identify and report any unsafe or unhealthy workplace practices or dangers to their manager or a Joint Health and Safety Committee representative.

We maintain a **Corporate Joint Health and Safety Committee**. The committee is an advisory body that helps to raise awareness of health and safety issues, recognizes workplace risks, and provides recommendations on addressing those risks. This well-coordinated group sets the stage for a company-wide culture of safety ownership.

**Every Chartwell residence also has a Joint Health and Safety Committee**, which are partnerships of management and frontline employees within each residence. They meet on a monthly basis and proactively work to ensure the ongoing health and safety of all Chartwell employees through workplace inspections, incident reviews and general health and safety discussions. The committees have opportunities for input into Chartwell health and safety policies and have been active contributors in addressing the challenges that COVID-19 has presented.

## ERGONOMIC ASSESSMENTS

Chartwell's Occupational Health and Safety team is involved in ensuring that corporate employees have the equipment, training and resources to work from home and to do so safely and avoid ergonomic-related injuries. In support of this, we have conducted over 100 individual ergonomic assessments through 2021 to improve employee posture and health.



**100+** Individual ergonomic assessments through 2021



## WORKPLACE INSURANCE

At Chartwell **100%** of our employees are covered by workplace injury insurance through The Commission des normes, de l'équité, de la santé et de la sécurité du travail (CNESST - commission on workplace standards, fairness, health and safety), Workplace BC, Workers Compensation Board of Alberta, Ontario's Workers Safety and Insurance Board or private insurance carriers, as applicable.

**100%**

**OF ALL OUR  
EMPLOYEES ARE  
INSURED FOR  
WORKPLACE  
INJURIES.**

# Employee Wellness

Employee wellness underpins our ability to deliver excellent service to our residents and to attract and retain top talent. It also helps to support our high-performance culture. We've been fostering employee wellness for years.

Mental health is a leading cause of disability worldwide. The global pandemic amplified the problem and has reinforced the importance of our wellness programs at Chartwell. **We invested more than \$300,000 in support of our employees' personal health and wellness journey in 2021.**

## LIFESPEAK

In 2021, Chartwell has partnered with LifeSpeak. This premier mental health and wellbeing platform provides all of our employees and their loved ones with confidential access to videos, podcasts, Ask the Expert events and more on a wide range of wellness topics.

As a fully bilingual digital wellbeing education platform, LifeSpeak offers our employees and their families around-the clock access to the world's leading experts on topics ranging from Mental Health and Preventative Health to Financial Wellbeing, Family Issues & Relationships and Professional Skills Development. All information is available in both video and audio formats, **24 hours a day, 365 days a year.**

## WELLNESS EDUCATION SERIES

Chartwell delivered a 3-part leadership education series for all 1,900 corporate office employees and residence managers on wellness subjects in 2021 to assist employees to manage the stresses and other related strains caused by the pandemic. Topics included building resiliency and self-care to promote and preserve their health and well-being during the COVID-19 crisis.

## PROMOTING MENTAL HEALTH AT WORK

Chartwell engaged in an initiative with the Centre for Learning, Research & Innovation in Long Term Care at the Schlegel-UW Research Institute for Aging to be an early adopter of the National Standard of Canada for Psychological Health and Safety in the Workplace. This initiative provides a set of voluntary guidelines, tools and resources intended to guide organizations in promoting mental health and preventing psychological harm at work. This work continues into 2022.

## EMPLOYEE FAMILY ASSISTANCE PROGRAM

Chartwell employs the services of Homewood Health to provide eligible employees, and their loved ones, with a complimentary suite of diverse services that address mental, physical, social, and financial wellbeing. Operating 24 hours a day, 365 days a year, Chartwell's employee and family assistance program is there to help at a moment's notice.

## HEALING CIRCLES

To assist our employees in addressing the impact of COVID-19, we took a proactive stance to provide a supportive forum for employees to come together to discuss their experiences and challenges during the pandemic and receive support and guidance from an expert clinical specialist. Through 2021, we worked with Homewood Health to facilitate 305 hours of crisis response sessions, also known as Healing Circles, in our long term care residences targeting all employees within these residences. These sessions were intended to mitigate the physiological and psychological impact of COVID-19 and associated stress on employees, and provide a safe space and an outlet for our employees to share and express their various challenges, and to encourage building a supportive community within the workplace.

# Learning And Development

Continuous professional and personal growth opportunities help us attract and retain the best people. Through career development opportunities and various learning opportunities, our employees find ways to grow personally and professionally, having an even greater impact on the residents and communities we serve.

## RATES OF INTERNAL PROMOTIONS INTO LEADERSHIP POSITIONS

As a result of Chartwell's training and succession planning programs, we achieved impressive rates of internal promotions in many leadership positions, such as:

<b>54%</b> of General Managers and Administrators	<b>100%</b> of Vice Presidents - Platform Leads
<b>68%</b> of Directors, Regional Operations & Directors, Regional Sales	<b>35%</b> of other Vice Presidents
<b>42%</b> of Corporate Directors	<b>86%</b> of Senior Vice Presidents
<b>35%</b> of Senior Directors	<b>100%</b> of our Senior Executive team

**18,000+**

hours of instructor-led content provided to Chartwell employees on a variety of topics, including customer experience, leadership and building resiliency. This is in addition to the mandatory training delivered mainly through eLearning.

## ENCOURAGING EMPLOYEES TO LEARN AND GROW

Helping our team develop their leadership skills is a key part of Chartwell's growth and continuous improvement goals. Chartwell's learning and development programs are designed to ensure that our employees have the tools, resources, and knowledge they need in order to deliver on our main accountabilities and continue to build on our Service Standards and Vision of **Making People's Lives BETTER**.

Chartwell's learning and development programs include:

- **The Chartwell Experience** is our proprietary customer experience training, focused on delivering exceptional resident experiences in our retirement residences. A total of 7,913 Chartwell employees have participated in Module I of this training - 2,002 managers and 5,911 non-managerial employees.
- The **Aspiring Leaders Program (ALP)** is a leadership development program designed for those who demonstrate the potential and aspiration to become a GM or Administrator in 1 to 2 years. This one-year program enables participants to grow their leadership capabilities and operational knowledge through a blend of training, mentorship, case studies, structured reading clubs and job shadowing.

Our internal promotion rate from the inception of the ALP program in 2011 to date is 46%. We had 17 participants in 2021.

- In 2021, Chartwell introduced its **Manager Training Program**, an intensive 8-week program designed to develop and augment Chartwell managers' leadership and communication skills. This program equips our managers with knowledge of Chartwell's recruitment, onboarding, engagement, and recognition best practices to effectively lead their teams.

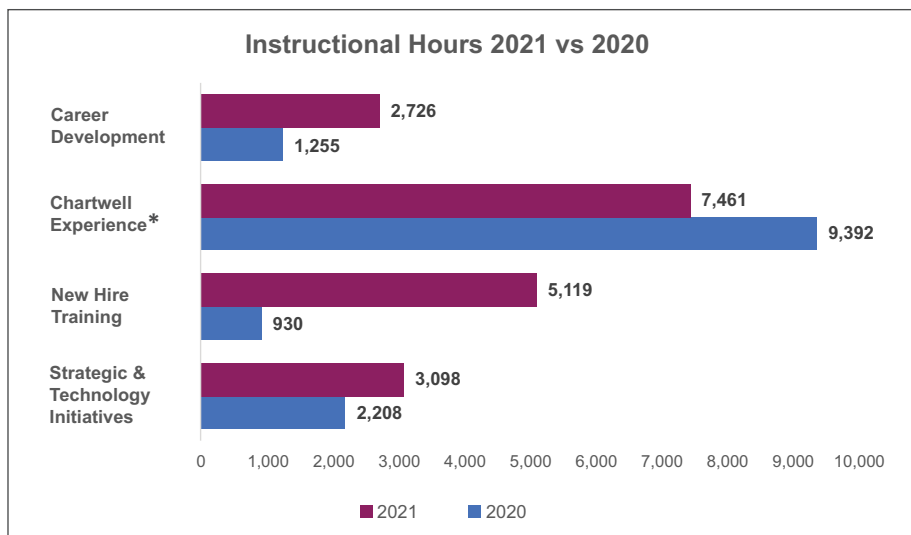


- Chartwell’s **National Leadership Conference**, where Residence General Managers and Administrators, and corporate leaders are provided with leadership education, recognition and delivery of directional messages annually, was held in a virtual format due to the pandemic. In 2021, 500 Chartwell employees were in attendance and heard about programs designed to build on Chartwell’s strategic strengths, find common ground in our challenges, and re-energize for the year ahead.

The emergence of COVID-19 required a re-invention of how training was delivered to residence and corporate learners. New Hire programs such as **Gateways 101 and 201** (for new General Managers and Administrators), **Business Essentials** (for new Office Managers and Business Managers), and **The Sales Experience** (for new Retirement Living Consultants) were converted to blends of virtual sessions, eLearning courses, and guided discussions with the learner’s manager or regional directors. Pilot cohorts were run in 2020 and the blended programs were refined and rolled out to broader audiences in 2021 over 2020. 2021 also saw the launch of the **Manager Training Program**, a career development program for all residence and corporate managers.

Despite the continued pandemic, the total number of instructional hours increased by over 33 percent in 2021 compared to 2020. New hire programs that were converted from classroom-based workshops in 2020 were delivered via virtual sessions throughout the year. Training dedicated to career development programs and strategic and technological initiatives also increased in 2021.

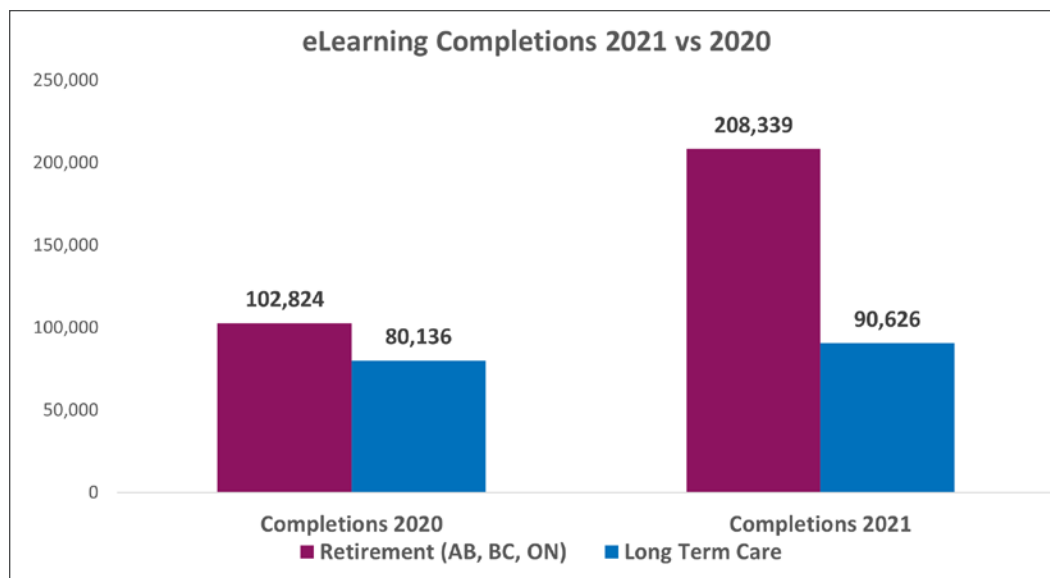
**The following table compares the number of instructional hours per category for 2021 and 2020:**



\*Now converted into an eLearning course and part of employee onboarding for 2022.

The conversion of previously in-person training to blended programs has resulted in the creation of dozens of new eLearning courses and instructional videos. These courses include content on leadership, policies and procedures, various technologies used by residences and corporate offices, finance and sales. As of December 31st, 2021 there were 163 active eLearning courses with a further 13 in development, and 15 in planning. Courses available to employees on the two learning management systems that were created by third-parties.

**Completions of eLearning courses in 2021 increased by 13% in Long Term Care and by 103% in Retirement residences compared to the previous year:**



**PERFORMANCE MANAGEMENT**

We want our team members to thrive at work, and continuous learning is a critical aspect of that. To emphasize the importance of learning and growth at Chartwell, career development is a key component of our performance management process.

All our employees take part in a formal performance management process that includes self-reviews and manager reviews on a bi-annual basis, talent development and goal-setting as well as ongoing coaching and mentoring.

# CORPORATE RESPONSIBILITY

## CREATING SOCIETAL IMPACT

Chartwell is committed to good corporate citizenship and believes in building and sustaining strong community relationships and incorporating ethical practices into Chartwell's sourcing and purchasing. Chartwell is proud of its charitable giving partnerships and community initiatives, which are directed toward projects that support seniors in meaningful ways.

# Giving Back To Our Communities

Chartwell was a co-founder of **CAPES (Canadian Alliance to Protect and Equip Seniors Living)**, a program designed to procure sufficient PPE for the entire senior living sector at a time when local supplies of PPE were inadequate or inaccessible during the first wave of the pandemic.

Chartwell and the other founding members funded an extra 35% for each order to create a reserve inventory of millions of PPE items for small operators.

**CAPES** procured and distributed more than 15 million pieces of PPE with an additional \$5.8 million of initial funding provided to assist nearly 200 smaller retirement and long term care home operators across Canada. Upon the wind-up of this initiative in 2021, CAPES donated \$470,000 to Senior Living CaRES Fund, which is detailed below. This initiative is another example of Chartwell supporting our employees and the senior living sector.

**15 Million**

**PPE pieces procured and distributed, including a meaningful allocation to nearly 200 smaller senior housing residences**

**\$5.8 Million**

**In initial funding to smaller senior housing operators to ensure supply of adequate PPE**

Chartwell is proud to be a founding partner of the **Senior Living CaRES Fund (the “CaRES Fund”)**, a charity inspired by the heroic efforts of long term care and retirement residence employees, most especially during the COVID-19 pandemic.

The CaRES Fund offers one-time financial grants of up to \$10,000 for urgent financial needs to employees of all retirement and long term care operators in Canada.

To date, more than **872 employees** in the senior living sector have received emergency financial assistance totalling more than **\$2.9 million** since CaRES Fund’s inception in May 2020. Adding to Chartwell’s contributions of \$600K, the Board of Directors donated a portion of their 2020 compensation to help seed the start up of the fund.

Many Chartwell corporate employees have volunteered their time to CaRES to ensure that the fund continues to support senior living employees across Canada.

The CaRES Fund will continue its legacy post-COVID-19 with the mandate to provide consistent support to employees. The CaRES Fund will build a legacy for the future with the goal to continue to provide financial support for workers experiencing hardship and to support workers in the sector as they pursue relevant educational opportunities to advance their careers. As the CaRES Fund evolves, it will always be rooted in the history of COVID-19 so that Canadians will never forget the heroic contributions and dedication of senior living sector employees.

**872 Senior living sector employees received emergency financial assistance**

**\$2.9 Million** In emergency financial assistance has been distributed

**\$600,000** Contributed by Chartwell to the CaRES Fund

**\$225,000** in additional financial contributions by Chartwell’s Board of Directors





In 2015, Chartwell helped bring the charity Wish of a Lifetime to Canada and raised money to support over 125 wishes being granted to deserving seniors across the country.

To continue our mission to help seniors live a life of purpose, connectedness and engagement, Chartwell spearheaded the creation of **The Chartwell Foundation**, which received charitable status in 2021.

The purpose of **The Chartwell Foundation** is to provide social and recreational activities to seniors experiencing loneliness and isolation through the granting of wishes. Fulfilling the dreams of seniors—whether it be reuniting someone with a long-lost friend or relative, meeting a real life hero, or receiving long overdue recognition for military service—has a lasting effect. The anticipation and memories of a wish remain with someone for their lifetime and can have a profound impact on their quality of life, overall wellness and sense of purpose, including lessened feelings of isolation.

Applications for wishes are open to any Canadian senior, whether living independently or in a senior living residence. Another fundraising priority of **The Chartwell Foundation** is to provide financial support to other charities who contribute to the lives of seniors in the community and support senior living employees.



**\$200,000**  
INITIAL SEED

Hazel, a resident of Chartwell Stonehaven Retirement Residence in Kanata, Ontario, got a whole new perspective during her helicopter ride over the beautiful Gatineau landscape. Her flight symbolized her life journey and transition to contentment in a new town, new community and with new friends. Soar on, Hazel!





# Our Supply Chain

We take supply chain related social risks seriously and seek out reputable and responsible vendors. Over time we have built a robust, two-pronged approach to vendor compliance, with an emphasis on social issues, that is comprised of our Vendor Code of Conduct and our Vendor Compliance Survey.

Chartwell's **Vendor Code of Conduct and Ethics (the "Vendor Code")** formalizes our expectations regarding the standards national and significant local suppliers are required to uphold as a prerequisite for engaging in a commercial relationship with Chartwell.

The Vendor Code was implemented to improve visibility and direct engagement with vendors on ethical, social and environmental issues.

It requires vendors to provide a safe environment and reasonable working hours and wages for their employees, prohibits forced and child labour, reprisals or discrimination, and covers other topics including, but not limited to, conflicts of interest, confidentiality and quality of products.

National and significant local vendors are required to adhere to the letter and spirit of the Vendor Code and are required to certify compliance with the Vendor Code every three years.



# THE ENVIRONMENT

## MEANINGFUL APPROACH TO ENVIRONMENTAL STEWARDSHIP

As the largest senior living owner/operator in Canada, we are committed to reducing the environmental impacts of our business while maintaining and improving the wellbeing and quality of life for our residents.

We are focusing on integrating sustainable design and practices into our development projects and aim to reduce energy and water consumption, limit carbon emissions and improve indoor environmental air quality in our buildings.

# New Developments

Efficient buildings are integral to our focus on sustainability, they provide cost savings, attract residents, employees and investors, while reducing our impact on climate change. **We strive to continually improve our asset portfolio through the implementation of sustainability initiatives such as:**



coordinating sites close to public transit and public amenity retail, providing ample bicycle storage for staff, visitors and residents, and providing electric vehicles and electric charging stations in an effort to reduce vehicular demand and fuel consumption;



implementing energy star appliances, LED lighting, room motion sensors and building automation systems to effectively manage and control internal temperature and air quality;



creating healthy indoor environments through naturally greening interior spaces through biophilic design offsetting natural carbon production;



implementing irrigation systems to manage water consumption; and



managing materials and resources efficiently through local product and trade sourcing where possible and practical.

## Where possible, our new builds also:

- connect to district-based energy systems to support the heating and cooling of buildings. Chartwell's reliance on a centralized energy source reduces our need to procure, install and maintain a large portion of building mechanical equipment and are therefore environmentally conscious,
- incorporate green roofs to improve internal energy and rainwater management and reduce carbon emissions, as well as provide individual suite utility metering,
- incorporate community gardens when possible,
- implement semi-underground garbage container system for waste management to reduce outdoor odours and allow for better compaction of waste.



In 2021, Chartwell affiliated with **One Tree Planted**, a leader in global reforestation. Through this partnership Chartwell will specify where, globally, we will support reforestation with measurable outcomes.

**For all new Chartwell developments, Chartwell will donate .1% of total project costs to One Tree Planted or others to support sustainable projects.**

In December 2021, Chartwell donated \$35,400 to One Tree Planted on behalf of the Chartwell Ridgepointe Retirement Residence expansion project. This donation will fund reforestation of approximately 34 acres of land or 28,000 trees. Once planted in British Columbia, these trees will offset approximately 280 tonnes of CO<sub>2</sub> annually. This donation will additionally support the creation of local jobs for the reforestation project and benefit local biodiversity.

Of particular local impact, One Tree Planted is currently supporting the Forest Fire Recovery of 1,142 acres of the burned-out Okanagan Valley in British Columbia. The Chartwell donation will support approximately 3% of that initiative.

#### QUANTIFIABLE IMPACT ON THE ENVIRONMENT



**ONETREEPLANTED** **\$35,400** donated in 2021

**28,000** trees to be reforested with Chartwell's donation

**280 tonnes** of CO<sub>2</sub> to be offset per year





We will engage sustainability consultants for all future development projects, performing Life Cycle Assessments — a methodology for assessing the environmental aspects associated with the development over its life cycle — and applying a meaningful carbon offset contribution through donation to One Tree Planted.



Chartwell Ridgepointe Retirement Residence  
Kamloops, British Columbia

A Life Cycle Assessment of the Ridgepointe project was completed in December 2021, quantifying the carbon emissions created from the construction and full life cycle of the building. The Ridgepointe expansion project is estimated to create approximately 870 tonnes of carbon emissions. **Over the course of 20 years, the 28,000 trees planted are estimated to absorb approximately 5,600 tonnes of carbon emissions, offsetting the build emission and contributing thereafter to overall carbon emission reduction.**

#### ENVIRONMENTAL POLICIES AND LEGAL COMPLIANCE

We have implemented development policies to foster sustainable practices in construction and renovation and minimize the direct and indirect environmental impact of our construction sites. These policies encourage use of green materials; implementation of efficiency measures and equipment with respect to emissions, energy, water and waste; proximity to pedestrian, bicycle and mass-transit networks; and the protection and conservation of natural habitats.

Pursuant to Chartwell’s Environmental Policy, Chartwell conducts thorough due diligence, including third party environmental reports and studies, on existing or new land it acquires and Chartwell undertakes remediation efforts for material issues affecting the land and/or the environment.

We also strive to comply with Federal, provincial and local climate and energy-related regulations. There were no material environmental compliance violations reported in 2021.

# Retrofits And Refurbishments

Chartwell continuously seeks to improve and maintain our buildings, with a focus on reducing energy consumption. To achieve this, we have been finding practical solutions for our properties that make the highest impact in reducing our environmental footprint. Our portfolio of nearly 200 properties provides opportunities to invest in projects that improve the long-term sustainability of our assets, while generating respectable annual returns. Chartwell's initiatives include:

## ENERGY

Between 2015 to 2021, we completed:

**80** common area LED Lighting upgrades; and

**45** T12 Fluorescent Tubes Replacement Projects

**\$6.5 million** Invested since 2015 in 125 Lighting Upgrade Projects  
(including both LED Lighting and T12 Fluorescent Tube upgrades)

**\$420,000** Invested in 2021 for LED Lighting and T12 Fluorescent Tubes upgrades

**14 GWh/year** Savings due to our Lighting Retrofit investments  
(equivalent to the electricity used to power 1000 typical homes in Canada every year).

**33** HVAC Rooftop Unit, Make-up Air Unit and High Efficiency Boiler Replacements  
(saving between 10-20% of electricity)





## CHEMICALS

Chartwell is assessing the chemicals used in pools and laundry and housekeeping products with the expectation that further chemicals will be eliminated in 2022 in favour of more environmentally friendly products.

### 15 Kitchen Chemicals have been eliminated (in 2021)

## WASTE

Between 2017 and 2021, we invested approximately \$4 million and installed over 2.5 million sq. ft. in suite and common area flooring upgrades to Hard Surface Flooring (LVP). The life expectancy of LVP is 2-3 times longer than carpet tiles, thereby significantly reducing our landfill contributions.

**In 2021 alone, we invested over \$700,000 on LVP upgrades and installed over 400,000 sq. ft of LVP.**



In 2021, where the installation of LVP was not practical or feasible, Chartwell began using Carpet Tile as it produces about 20% less waste on installation than wall-to-wall carpet.



# Reduce, Reuse and Recycle

Purchasing sustainable products, building relationships with environmentally and socially sustainable vendors, and building a culture where sustainable purchasing is the norm are all critical components of a socially and environmentally sustainable purchasing program. Selected accomplishments include:

## FRESH LOCAL INGREDIENTS

Chartwell has increased its supply of produce from local Ontario farmers. This reduces our carbon footprint relating to shipping and provides residents with fresher, better tasting and more nutritious food:

- **Fresh Dairy:** 100% Canadian in each province through our partnership with Agropur.
- **Fresh Bread:** 100% Canadian in each province through our partnership with Weston Bakeries
- **Fresh Produce:** 25% sourced locally in-season between April-October and 70% sourced locally during peak summer season.
- **Beef and Poultry:** 80% of Poultry and Beef served at our residences is sourced in Canada.



## BIODEGREADABLE PPE

Chartwell is now using grade A surgical Canadian made biodegradable masks that are made of polylactide, sourced from eco-friendly cornstarch and straw for our staff. In addition to reducing its carbon footprint relating to shipping, Chartwell is also diverting waste.

**6,700 lbs.** In waste diversion from switch to biodegradable masks

## SUSTAINABILITY COMMITTEE

We have established a Sustainability Committee whose purpose is to consider environmental responsibilities throughout the organization in order to promote good corporate citizenship and to consider the impact of our environmental and sustainable practices on the organization, the communities in which we operate, our staff, our residents, and the world.



# CORPORATE GOVERNANCE

LEADING WITH TRANSPARENCY  
AND ACCOUNTABILITY

Corporate governance is a vital component to achieving our business objectives and properly managing risk. We are committed to corporate governance practices that promote long-term value creation, transparency, and accountability to our stakeholders. These practices are overseen by the Board and senior executive team who strive to adhere to the highest levels of ethics and oversight.

# Corporate Governance

## BOARD RENEWAL

Chartwell has renewed its Board significantly over its 18 year history and continues to implement a plan for Board renewal as we believe that smooth Board succession is an important responsibility.

Chartwell employs a robust Board evaluation process which ensures the Board renews itself appropriately and balances the benefits of experience with the need for new perspectives. Pursuant to Chartwell's Renewal and Diversity Policy, annually, the Board identifies the key characteristics. This includes skills, experience, knowledge, backgrounds, diversity, gender and other personal attributes (desired of Directors and of the Board as a whole to best add value). The Board then assesses its overall effectiveness and the effectiveness of individual Directors through formal and informal internal and third party evaluations.

Pursuant to Chartwell's Renewal and Diversity Policy, Chartwell's commitment to diversity on the Board includes business experience, functional expertise, geography, gender, orientation, persons with disabilities, visible minorities, age, indigenous people and other personal characteristics.

When identifying suitable candidates for appointment to the Board, Chartwell considers candidates on merit against objective criteria having due regard to the benefits of diversity and the needs of the Board. The Board is required to engage third party executive search firms to identify candidates for appointment to the Board and any search firm engaged is specifically directed to include candidates of diverse genders, sexual orientation, disabilities, ages and/or visible minorities and indigenous people.

**TARGET:**

**$\frac{1}{3}$  WOMEN DIRECTORS**

**(MINIMUM)**

**$\frac{1}{3}$**  of Chartwell's directors are women

**$\frac{3}{7}$**  of Chartwell's independent directors are women

**6.7 Years** average tenure of independent director nominees standing for 2022 election

## UNITHOLDER ENGAGEMENT

Every year, Chartwell engages formally and informally with our Unitholders to discuss strategic, operational, financial, environmental, social and governance matters and receive their feedback. This process allows us to identify and consider the issues that are most important to our stakeholders, which is critical to our success.

**In 2021, Chartwell's Senior Executives and Directors held more than 80 meetings with our various unitholders and other stakeholders.**

# Recognition For Good Governance

For the 20<sup>th</sup> year in a row, the Report on Business has rated the work of Canada's corporate boards using a rigorous set of governance criteria designed to go far beyond minimum mandatory rules imposed by regulators.

The David and Sharon Johnston Centre for Corporate Governance Innovation at the University of Toronto examined the boards of directors of 220 companies and trusts in the S&P/TSX Composite Index to assess the quality of their governance practices.

**Chartwell was ranked the 18<sup>th</sup> best governed issuer in Canada in 2021 and the top real estate and health care company in Canada in both 2020 and 2021.** Chartwell has been ranked in the top tenth percentile since the inception of the publication.

In addition, after evaluating hundreds of companies, the Globe and Mail identified 73 organizations at the forefront of women in leadership positions. In its "Women Lead Here" publication, Chartwell has been recognized for our leadership in gender diversity.





## VALUES STORIES

Our executive, management and departmental meetings all start with the sharing of values stories. These stories are of our people going above and beyond for our residents, our colleagues, and our communities. Stories like:



Many corporate volunteers and their family members headed to our residences to assist wherever possible during a major snowstorm that swept through Ontario and Quebec in January. They mopped floors, cleaned suites, helped serve meals and shoveled snow. **Pictured here is Sharon Ranalli, VP Marketing and Communications, and her son, Brett.**

**Tammy Kelly-Bissell, Director, People Special Projects**, immediately jumped in during COVID and began helping out at a number of LTC homes. She focused on streamlining the agency recruiting and hiring process, freeing up the nurse unit clerks to focus solely on resident care. She championed Chartwell's Agency Hub Initiative that helps to lessen the hiring responsibilities in individual homes.



**Anthony Rizzo, Regional Food and Beverage Manager**

volunteered at four LTC homes in southern Ontario during the pandemic. Working closely with Personal Support Workers in the home, Anthony helped to lift staff morale by bringing them delicious smoothies in the middle of their night shifts. He used his love of food to connect with residents.

# Ethics, Compliance And Cybersecurity

Chartwell promotes the highest standards of business ethics through policies that require consistent and transparent corporate governance practices. Integrity and ethics are paramount for ensuring the sound operation of our company and mitigation of potential risks. We seek to mitigate cybersecurity risk through robust processes.

## CODE OF CONDUCT

Chartwell has adopted a **Code of Business Conduct and Ethics (the “Code of Conduct”)** which sets out the expected practices and behaviours of its Trustees, Directors, Officers and all other employees of Chartwell in their interactions with residents, their families, service and product suppliers, co-workers and the various communities they serve. This includes prohibitions on bribery and kickbacks, related-party transactions, antitrust and anti-competition, employment discrimination and harassment, as well as occupational health and safety. The Code of Conduct requires the adherence to the highest ethical standards for Chartwell employees. Such standards are critical to Chartwell achieving its vision of **Making People’s Lives BETTER**.

## DISCLOSURE CONTROLS

Chartwell has a **Disclosure Controls Policy** which governs how the Directors, senior management and employees of Chartwell are to communicate and interact with investors and members of the investment community. It sets out specific rules relating to trading in Chartwell’s securities by such persons, including trading restrictions and blackout periods. The Disclosure Controls Policy also sets out Chartwell’s strict prohibition on Directors and executives trading in any securities that are designed to hedge Chartwell securities.

## WHISTLEBLOWER POLICY

Chartwell’s **Whistleblower Policy** sets out our expectations in regard to reporting any illegal or unethical behaviour without the threat of retaliation. This policy is intended to improve accountability and contribute to an ethical workplace environment. It also protects against financial and reputational harm, reduces the cost of misconduct, promotes employee engagement and enhances governance oversight.

## CYBERSECURITY RISK MANAGEMENT

Chartwell’s cybersecurity strategy is designed to deliver against three objectives: protect the business, comply with applicable laws and regulations, and support the growth of the business. Although Chartwell has not experienced any material financial losses relating to technology failures, cyber-attacks or security breaches, we remain vigilant. We are strengthening our controls to help protect against advanced malware, data leakage, infiltration of payment systems and denial of service attacks as well as enhancing our ability to detect and respond to cyber-attacks by continually evaluating the environment for the most prevalent types of attacks and their potential outcomes in order to determine the most effective controls. To compliment our information security programs, we have in place appropriate cybersecurity insurance to help protect our business against cybersecurity risks and data breaches.



## SAFEGUARDING PERSONAL INFORMATION

Chartwell is committed to respecting and protecting the privacy and confidentiality of the personal information that our residents and employees entrust to us. We comply with all legal and regulatory requirements related to privacy in the four Canadian provinces in which we operate. Chartwell's **Privacy Policy** outlines our commitment to our customers and the 10 key privacy principles we embrace. The Privacy Policy also outlines the channels through which our customers can make and escalate privacy complaints. Our Privacy Officer oversees a privacy risk governance program, which sets out Chartwell's policies and procedures for identifying, measuring, managing, mitigating and reporting privacy risk. All incidents involving suspected or actual breaches of privacy are reported to the Privacy Officer, who then manages Chartwell's response.





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## CONTACT

### Address

**Chartwell Retirement Residences**  
7070 Derrycrest Drive  
Mississauga, Ontario L5W 0G5  
Canada

### Phone & Fax

Phone: +1 905 501 9219  
Fax: +1 905 501 0813

### Online

[www.chartwell.com](http://www.chartwell.com)  
[investors.chartwell.com/  
CorporateProfile](http://investors.chartwell.com/CorporateProfile)

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