



2025  
**ESG**  
**REPORT**

May 1, 2026

# Contents

ABOUT CHARTWELL	4
TAKING CARE OF OUR RESIDENTS	6
Living Options at Chartwell	7
LiveNow: Life Enrichment Programming	7
Resident Health & Wellness	8
Culinary Experience	10
Resident Satisfaction Survey	11
TAKING CARE OF OUR PEOPLE	12
About Our Team	13
Labour Relations	13
Diversity and Inclusion	14
Women in Leadership	15
Learning and Development	16
Recognition	17
Employee Wellness and Benefits	18
Employee Engagement	19
TAKING CARE OF OUR COMMUNITIES	20
Chartwell Wish of a Lifetime	21
Community Investment	23
TAKING CARE OF OUR ENVIRONMENT	24
Supply Chain	27
GRESB Results	28
Corporate Governance	31





## OUR VISION

making people's  
lives **BETTER**

## OUR MISSION

### RESIDENTS

Happy, healthy,  
meaningful lives

### FAMILIES

Peace  
of mind

### EMPLOYEES

Rewarding  
careers

### INVESTORS

Growing  
returns

## OUR BRAND PROMISE

Joy is *ageless*

# CEO Message

Chartwell's vision of Making People's Lives BETTER guides **how we lead, how we make decisions, and how we show up every day for residents, families, employees, and investors.** In senior living, trust is earned over time through consistency, care, and accountability. For us, ESG is embedded in how we operate the business and how we hold ourselves to account.

“

In 2025, we remained focused on what matters most: creating supportive communities where residents live meaningful lives, where employees feel valued and equipped to do their best work, and where we operate with discipline and respect for the environment and the communities we serve.”

**Our residents remain at the centre of everything we do.**

Every day we strive to create memorable experiences for our residents, serving with kindness, respect and empathy. Recognizing these efforts in 2025, **82% of our residents indicated their satisfaction with our service with 66% being very satisfied.**

Highly engaged employees go above and beyond to deliver exceptional resident experiences. Our leaders' job is to create an environment where our employees feel recognized, supported and where they have opportunities for personal and professional development. We continued to invest in learning, leadership development, recognition, and employee well-being, while listening closely to their feedback. In 2025, **85% of our employees reported being engaged with 57% highly engaged.**

We also continued to strengthen our role in the broader community. Through **Chartwell Wish of a Lifetime**, we granted wishes to thirty-three Canadian seniors in 2025, creating moments of joy, purpose and connection. These experiences remind us that aging is not defined by limits, but by possibility. Our residences also remained active partners in local cultural, charitable, and community initiatives across the country.

Environmental responsibility and climate resilience are an important part of long-term stewardship. In 2025, we achieved meaningful reductions in greenhouse gas emissions and energy consumption. Our third consecutive GRESB Green Star designation, along with a year-over-year score improvement, reflects disciplined execution and strong governance rather than short-term gains.

Chartwell continues to be a Canadian leader in corporate governance, receiving recognition in the Board Games and Women Lead Here publications by the Globe and Mail, named as a Top Gun Board by Brendan Woods International, and receiving a 2025 Investor Relations Impact Award.

This report, in addition to results and metrics, includes authentic and heartwarming stories of our residents and employees. I hope you will enjoy reading it.

Sincerely,



Vlad Volodarski, Chief Executive Officer  
Chartwell Retirement Residences



# Taking Care of Our Residents

At Chartwell, supporting residents means creating environments where people can live rich, fulfilling lives filled with connection, purpose, and joy. We believe retirement should be a time to explore interests, build relationships, and look forward to each day, while feeling confident that support is available as needs change. Through engaging programs, flexible services, and a strong sense of community, Chartwell focuses on enhancing residents' well-being and helping them make the most of their retirement years.

# Living Options at Chartwell

Chartwell offers a range of living and support options designed to meet residents wherever they are in their retirement journey. Whether residents are living independently or benefiting from additional support, our communities are designed to feel welcoming, flexible, and responsive as needs change over time.



**Independent Living** offers residents the freedom to enjoy their retirement on their own terms, with the added ease of supportive services that simplify daily life. With meals prepared, housekeeping taken care of, and access to inviting amenities and social programs, residents are free to focus on what they enjoy most — staying active, building connections, and making the most of each day.



**Assisted Living** offers residents personalized assistance with their daily lives. Our program offers medication administration, support with morning and evening routines, escorts to meal and activities, and regular housekeeping and laundry. Residents also have access to nursing staff and, in many cases, visiting clinicians.



**Memory Care** supports individuals living with dementia or other cognitive issues and is delivered within secure neighbourhoods or floors. In addition to convenient retirement living services, seniors benefit from enhanced staffing levels, structured routines, and individualized support to ensure peace of mind.

## LiveNow: Life Enrichment Programming

At Chartwell, we offer a range of optional programs and experiences designed to bring joy, connection, and meaning to everyday life. These opportunities give residents the freedom to explore interests, discover new passions, and share experiences with others, helping make each day feel engaging and rewarding in ways that are personal to them.

Our **LiveNow** program reflects this commitment. Designed to promote holistic well-being, LiveNow offers a diverse range of experiences aligned with the six dimensions of wellness: physical, social, emotional, intellectual, vocational, and spiritual.

In 2025, Chartwell offered more than **300,000 hours** of life enrichment programming across our residences, with **over 150** distinct programs and activities designed to engage residents with varying interests, abilities, and preferences. Programming is intentionally inclusive and adaptable, ensuring residents can participate at their own pace and in ways that reflect their individual goals.

LiveNow encompasses a broad spectrum of opportunities, including physical activity and fitness programs, creative and artistic expression, hobby and interest-based clubs, intellectual discussion groups, lifelong learning initiatives, volunteer and charitable activities, live entertainment, outings, and themed social events. Together, these experiences help foster physical health, cognitive stimulation, emotional well-being, and social connection.





# Resident Health & Wellness

Our dedication to supporting seniors as their health needs evolve is reflected in the time and attention we give to our residents.

In 2025, Chartwell provided more than **7,000 hours of direct care every day**, representing more than **2.5 million hours of care annually**. These services support residents across varying levels of need, from occasional assistance to more comprehensive daily care, and reflect Chartwell's ongoing investment in resident well-being.

Chartwell's **Care Assist program** provides a seamless range of health and wellness or care services that evolve with residents' needs over time. Care Assist offers a combination of à-la-carte services and service and care packages, allowing residents to choose the level of support appropriate to their needs. The services are delivered by trained staff, including Personal Support Workers and Nurses, with 24/7 on-site availability and access to a call-bell system for timely response. We also partner with external health and wellness providers to ensure access to clinicians without requiring residents to leave the building. With these services, we help seniors maintain their independence with the flexible option to adjust their care needs as they see fit.

## INNOVATION IN CARE DELIVERY

In 2025, Chartwell continued to invest in innovation to strengthen care quality, operational efficiency, and resident experience. These initiatives reflect our ongoing commitment to evolving our care model in response to resident needs, emerging research, and technological advancement. Through flexible care options, substantial investment in direct care delivery, and continued innovation, we support our residents' health and wellness while enabling them to live with dignity, choice, and continuity as they age.



### **Electronic Health Record (EHR) System**

We implemented a new electronic health record system across our residences, with 90% of care staff and residents now supported through this platform. The system enables real-time data access, strengthens regulatory compliance, improves care coordination, and reduces administrative burden, allowing our teams to spend more time focusing on what they do best — providing direct care.

### **Advancing Memory Living**

In 2025, we invested significantly in our memory living programs to help reshape and strengthen our approach to memory care. This initiative focuses on incorporating emerging research, best practices, and innovative program design to better support residents living with cognitive impairments.



### **LiveNow: Experience Your World**

A two-year initiative supported by funding from Alberta Health Services, this project is introducing new technologies and sensory supports to improve engagement and well-being for residents with complex care needs. New tools include interactive projection technology, immersive visual environments, virtual reality, and tablets to help residents stay connected with their families. Additional sensory supports, such as companion pets, therapy dolls, and mobile activity stations, have been introduced to encourage familiarity, independence, and meaningful daily activities.

# Culinary Experience

Good food in good company is an important part of human life. At Chartwell we strive to create memorable culinary experiences for our residents and their guests. Healthy nutrition is vital to our residents' well-being. That is why our culinary experience is designed to support healthy aging while also reflecting our commitment to Canadian suppliers, responsible sourcing, and sustainable food practices.

As a Canadian company serving seniors across the country, Chartwell prioritizes locally sourced, made, or produced Canadian food and beverage products whenever possible. In 2025, **more than 70%** of the food and beverage products used across our residences were sourced from Canadian suppliers. This approach supports domestic producers, strengthens local supply chains, and helps reduce the environmental impacts associated with long-distance transportation.



More than **658,630 litres of Canadian milk and cream** used annually, equivalent to 2,782,847 eight-ounce servings



More than **2,218,716 Canadian Grade A eggs** used annually

Our culinary teams developed over **1,000 new recipes**, expanding menu choice while meeting residents' nutritional needs and preferences. Menus are thoughtfully structured to deliver both choice and familiarity, with lunch and dinner features rotating on a six-week cycle to provide variety throughout the year.

Seasonal menu planning allows us to highlight fresh ingredients and regional flavours while adapting menus to availability and nutritional requirements. We also value resident input in menu development. Resident-inspired recipes and feedback are incorporated into menu planning, reinforcing a resident-centred dining experience that reflects individual tastes, traditions, and preferences.

## RESPONSIBLE AND LOCAL SOURCING

Chartwell works with a range of Canadian suppliers to support responsible sourcing and food security. A recent example is Haven Greens, a Canadian producer of sustainably grown leafy greens located in King City, Ontario. Haven Greens operates a fully automated greenhouse that produces fresh greens year-round without the use of pesticides and with zero exposure to outside contaminants. By sourcing locally grown produce, Chartwell reduces reliance on imported products and lowers transportation-related emissions associated with long-distance supply chains.



# Resident Satisfaction Survey

Annually, Chartwell conducts a Resident Satisfaction Survey to gather feedback on the quality of our services, identify areas for improvement, and develop action plans to address them.

In 2025, the survey was conducted in partnership with Sensight, an independent third-party research firm specializing in the senior living sector. Through the survey, residents share their perspectives across a broad range of topics, including programs, services, care, dining, environment, and overall experience.

Nearly 18,000 surveys were completed across Chartwell residences in 2025, with a **participation rate of 82%**, a one percent increase from the previous year. **82%** of residents **agreed** that they are satisfied with their Chartwell experience. We prioritize and measure success based on “Strongly Agree” responses, and in 2025, **67%** of residents **strongly agreed** that they are satisfied with their experience at Chartwell, a one percentage point increase from the prior year.

Beginning in 2026, Chartwell will transition our resident feedback measurement to a Net Promoter Score (NPS) framework. This approach provides a clear, commonly recognized indicator of resident experience and loyalty, while allowing for more consistent benchmarking over time.

### CELEBRATING CREATIVITY AND COLLECTIVE TALENT

Residents at Chartwell Rosemont Les Quartiers brought the excitement of live theatre into their own community through a resident-led theatrical production inspired by the work of Michel Garneau. With support from professional collaborators, the group of seniors spent months rehearsing and planning the performances.

Their dedication resulted in three live shows in the residence, attended by over 100 guests. The project highlighted not only artistic expression, but also teamwork, patience, and a shared sense of accomplishment.



### A 100TH BIRTHDAY SURPRISE TO REMEMBER

At Chartwell Oakville, resident Jean marked her 100th birthday with an unforgettable surprise. Known for her warmth, humour, and love of community life, Jean was surrounded by family, fellow residents, and team members to celebrate this milestone.

The highlight of the celebration was a surprise visit from a local police officer. Years earlier, Jean had an interaction and photo taken with two officers during a casual outing, a memory she often recalled with a smile. Through thoughtful planning, Izabela Dabrowski, the Lifestyle & Programs Manager, found one of those same officers and invited him to attend her birthday celebration.

The moment the officer walked through the doors was met with pure joy. Jean was delighted, emotional, and deeply touched by the surprise. In recognition of her spirit and story, she was also named an honorary member of the Halton Police, making the day even more memorable.

# Taking Care of Our People

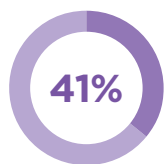
Chartwell's people are essential to creating vibrant, supportive communities for residents. We are committed to fostering workplaces where employees feel valued, supported, and able to grow, recognizing that engaged and healthy teams are fundamental to long-term success. By investing in learning, well-being, recognition, and inclusive leadership, Chartwell aims to create positive employee experiences that support both individual fulfillment and organizational resilience.

# About Our Team

Chartwell's ability to deliver high-quality care and services is grounded in the strength and dedication of our workforce. In 2025, we employed more than **11,000 team members**, with more than 10,000 individuals working in our residences across the country.

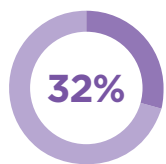
These employees play a critical role in supporting our residents' daily experiences and well-being. They also reflect the operational realities of providing support and services in a 24/7 environment. Hence, our employment model is designed to balance stability, flexibility, and responsiveness to resident needs:

## FULL-TIME EMPLOYEES



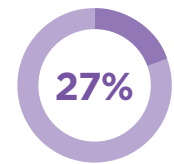
an 11% increase from 2024 - providing continuity of care and operational leadership

## PART-TIME EMPLOYEES



supporting consistent service delivery across shifts

## CASUAL EMPLOYEES



offering flexibility to meet changing operational and resident care demands

Our blend of employment types allows us to simultaneously maintain reliable staffing coverage and adapt to evolving needs across residences and regions.

As one of Canada's largest senior living operators, Chartwell makes a meaningful social and economic impact by creating employment in communities across the country and supporting long-term careers

# Labour Relations

## TARGET:

# 77%

OF OUR FRONT-LINE RESIDENCE EMPLOYEES ARE REPRESENTED BY 151 UNIONS OR EMPLOYEE ASSOCIATIONS

We recognize and respect the principles of freedom of association and our employee-partners' right to collective bargaining. In 2025, Chartwell continued to strengthen our labour relations, as demonstrated by successful negotiations of 34 collective agreements (68% settlement rate).



# Diversity and Inclusion

Our workforce reflects the diverse communities we serve across Canada, with employees whose backgrounds and experiences help shape inclusive, compassionate care. Chartwell is committed to creating workplaces that are safe, respectful, and supportive through inclusive policies, leadership accountability, and regular feedback on employee experience.

## BIPOC\*



## LGBTQ+\*



## DISABILITY\*



\* Voluntarily identified



In 2025, Chartwell's Diversity and Inclusion survey results remained largely consistent with the prior year, indicating stable perceptions across key areas of inclusion and psychological safety. Employee feedback on Diversity and Inclusion demonstrated that 88% of employees indicated that they "Strongly Agree" or "Agree" with Chartwell's Diversity & Inclusion initiatives. These figures are indicative of Chartwell's steadfast commitment to fostering inclusive workplace environments.

Beyond the workplace, Chartwell promotes diversity and inclusion through resident-led and residence-based programs that celebrate cultural traditions, encourage understanding, and build meaningful connection. These initiatives bring residents, employees, and families together, fostering inclusive and welcoming communities across Chartwell residences.

In Montréal, Chartwell Rosemont Les Quartiers introduced Diversi-Été, a summer cultural program designed to foster inclusion, social connection, and a strong sense of belonging. Throughout the summer, residents were invited to experience a journey across different countries through a series of culturally inspired events celebrating global traditions. Guest artists, musicians, and chefs brought each destination to life through music, dance, and cuisine, highlighting the richness and beauty of each culture.



## Women in Leadership

Chartwell is committed to advancing gender diversity at all levels of the organization. As a people-focused senior living provider, women play an essential role in leading teams, delivering care, and shaping Chartwell's culture and long-term success. In 2025, women remained strongly represented across Chartwell's workforce and leadership roles.

**50%**  
CEO reports

**74%**  
Corporate and  
residence staff

**70%**  
Residence managers

**38%**  
Corporate senior  
directors and above

These figures reflect our focus on developing inclusive leadership pipelines and supporting career growth at all levels of the organization.

Through continued investment in leadership development, equitable practices, and an inclusive workplace culture, Chartwell supports opportunities for women to advance and lead across the organization.

# Learning and Development

We support our employees throughout their career journeys by offering ongoing learning opportunities that build skills, strengthen leadership, and ensure high-quality resident care. Investment in learning and development is a key part of Chartwell's social impact, helping employees grow professionally while delivering consistent, compassionate experiences for residents.

All employees have access to Chartwell's Learning Zone, a digital platform that offers access to training and development resources. Designed for flexibility, the platform supports employees across roles, shifts, and locations, ensuring they have the knowledge and tools needed to perform their roles effectively and deliver a positive resident experience.

## 2025 LEARNING ACTIVITY

In 2025, Chartwell delivered a broad range of learning and development initiatives across the organization, combining instructor-led training, peer learning, and digital education.

### NEW MANAGER ONBOARDING

**272**

PARTICIPANTS FOR  
A TOTAL OF 6,386  
TRAINING HOURS

### COMMUNITIES OF PRACTICE

**765**

PARTICIPANTS FOR  
A TOTAL OF 9,945  
TRAINING HOURS

### E-LEARNING COMPLETIONS

**320,000**

COURSES COMPLETED

## IMPROVING ACCESSIBILITY AND LEARNING EXPERIENCE

In 2025, Chartwell's Learning & Development (L&D) team launched a two-year initiative to review and update all required training courses. As part of this work, courses are being streamlined and redesigned with a strong focus on accessibility, including making content easier to understand for individuals with learning disabilities and for employees who are not native speakers of English or French. This initiative reflects our commitment to inclusive learning environments that support diverse learning needs across our workforce.

The L&D team also configured what will become Chartwell's centralized learning management system, designed to improve consistency, tracking, and access to training across the organization. The new platform is scheduled to roll out to employees in Quebec and corporate offices in 2026, with deployment to all remaining residences in 2027.



## COMMUNITIES OF PRACTICE

Chartwell's Communities of Practice (COPs) are leadership forums that support residence managers in their roles while building long-term leadership capability across the organization. The sessions provide dedicated space for peer learning, collaboration, and the sharing of best practices across residences and regions.

In 2025, Chartwell delivered **nine COPs sessions, engaging 852 residence managers**. Designed to be practical and participatory, the sessions enabled managers to exchange insights, apply learnings directly to their roles, and build stronger connections across the organization.

Post-session feedback highlighted a strong positive impact, with 96% of participants agreeing sessions enhanced their leadership knowledge and skills, and 96% reporting greater effectiveness in their management roles.



# Recognition

Recognizing and celebrating employee contributions is an important part of building engagement, reinforcing Chartwell's values, and supporting retention in a people-centred care environment. Our employee recognition programs are designed to honour commitment, excellence, and the everyday actions that make a positive difference for residents, colleagues, and communities.

Our recognition initiatives include tenure milestones, peer recognition, and performance-based awards, helping ensure employees feel valued for both long-term dedication and daily contributions.



**Long Service Awards** honour the commitment and contributions of our seasoned employees, recognizing their years of service and the important role they play in maintaining continuity, experience, and stability across the organization.



**The Butterfly Effect** recognition program is grounded in the belief that small, everyday actions can create a meaningful and lasting impact. Through this peer-driven initiative, employees recognize and celebrate colleagues who demonstrate Chartwell's Guiding Principles in their daily work, reinforcing behaviours that strengthen our culture, support our teams, and enhance the experience of those we serve.



**Circle of Excellence** is Chartwell's most prestigious annual recognition program. It celebrates general managers whose teams have delivered outstanding operational performance while achieving high levels of staff and resident satisfaction. This program reinforces the link between employee excellence, strong workplace culture, and positive resident outcomes.

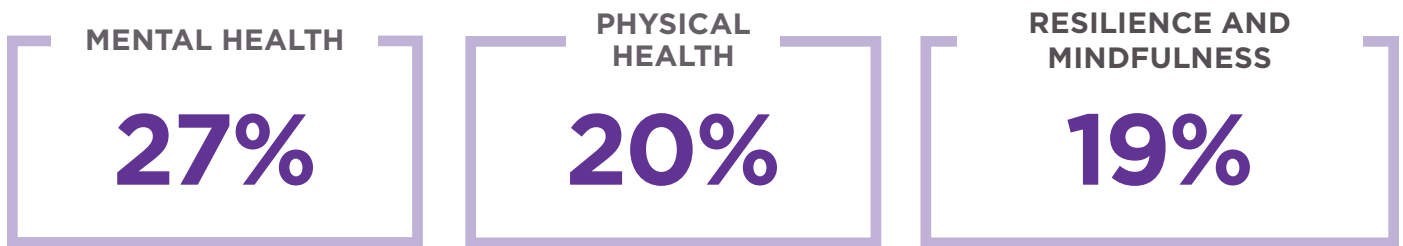
Through these recognition initiatives, Chartwell encourages a culture of appreciation and accountability, promotes employee engagement, and helps attract and retain dedicated professionals.

# Employee Wellness and Benefits

Supporting employee well-being is essential to delivering an exceptional resident experience. Chartwell provides a range of wellness and benefits programs designed to support employees' mental, physical, and emotional health, as we recognize the demanding nature of work in the senior living sector.

In 2025, we continued our partnership with LifeSpeak, a digital well-being education platform that offers employees and their families confidential, on-demand access to expert-led content. Employee engagement with the platform remained strong, with **4,180 resources** accessed and **78,419 hours of wellness education** delivered during the year.

The most accessed content focused on:



**Our employees are the heart of our communities.** When we make it easier for them and their families to access care and wellness offerings, we're helping them feel supported and confident in looking after their own health, which in turn helps them continue to show up for our residents every day."

- Kim Gilliard, Senior Vice President, People.

In 2025, employee engagement surveys highlighted a growing demand for enhanced mental health supports and more flexible ways to access care. In response, we reviewed the program usage and explored additional wellness options throughout the year. This process led to our partnership with Dialogue, a virtual health and wellness platform that provides primary care, mental health support, and wellness resources. Through this integrative program, we are making it easier for employees and their eligible family members to access care when they need it most.

# Employee Engagement

In 2025, **85%** of employees reported being engaged or highly engaged, a result that remains **11 percentage points above the senior living industry average**, as reported by Sensight.

Employee engagement reflects how employees experience our workplace, leadership, and day-to-day culture, and plays an important role in Chartwell's ability to deliver consistent, high-quality care and services. We measure engagement annually through an independent survey, which gives us a better understanding of employee experiences and overall organizational health.

Participation in the survey was 85%, up three percentage points from the previous year and the highest participation rate recorded to date, reflecting strong employee trust in the feedback process and willingness to share perspectives.

Beginning in 2026, Chartwell will introduce an employee Net Promoter Score (eNPS) approach to measure employee engagement. eNPS provides a straightforward, widely recognized indicator of employee advocacy and workplace experience, supporting clearer benchmarking and trend analysis over time.

## BUILDING LEADERS THROUGH MENTORSHIP AND SUCCESSION

After 21 years of dedicated service, Food Service Manager Chef Lee Ngo retired from Chartwell Fountains of Mission, leaving behind a legacy of excellence, mentorship, and care. Since joining the residence in 2004, Chef Lee prepared over 1.6 million meals, earning the trust of residents and colleagues through consistency, quality, and pride in his craft.

Equally important was his focus on succession. Rather than hiring externally, Chef Lee recognized potential in Nora Esmalana when she joined the team as a server. With encouragement and hands-on mentorship, Nora progressed into the kitchen and spent two years preparing to step confidently into the Food Service Manager position. Throughout this journey, Chef Lee emphasized patience, accountability, and continuous learning.



On his final day, Chef Lee requested a quiet departure, but residents and team members gathered to express gratitude for his leadership and impact. His transition marked not only the end of a remarkable career, but the continuation of a strong and capable team.

## GROWTH THROUGH TRUST AND OPPORTUNITY

Tania Chouinard-Lague began working at a Chartwell residence at age 19, initially seeking experience in the field of senior living. Over time, supportive leaders recognized her potential and encouraged her to take on new challenges.



After transferring to Chartwell Oasis St-Jean, Tania immersed herself in the community and deepened her experience working with seniors. With encouragement from her team, she applied for the role of Health Services Coordinator and later advanced into a care management position. Each step strengthened her confidence, decision-making abilities, and leadership skills.

Key mentors played an important role throughout her journey. They provided guidance, constructive feedback, and the freedom to learn through experience.

Today, Tania serves as General Manager at Chartwell Oasis St-Jean. Her story highlights how a culture of support and belief in potential can shape long-term careers. At Chartwell, a simple show of trust can open doors, helping individuals recognize strengths they may not yet see in themselves and build meaningful, lasting careers.

# Taking Care of Our Communities

At Chartwell, we believe strong communities are built through meaningful partnerships, shared experiences, and active participation in cultural and social life. By supporting local initiatives, arts and cultural organizations, as well as community-based causes, Chartwell seeks to contribute positively to the communities we are part of.



# Chartwell Wish of a Lifetime

After an exciting relaunch, Chartwell Wish of a Lifetime (CWOL) continues to grant meaningful wishes that inspire joy, connection, and purpose for Canadian seniors. With every wish, we highlight the experiences and vitality of older adults – inspiring others to reach for their goals, dream big, and live a life well-lived. In 2025, our charity granted 33 wishes, an increase from 22 in the previous year, reflecting growing engagement and impact among seniors.

During our national summer fundraiser, residences nationwide participated through creative and community-driven fundraising efforts, raising more than \$160,000. Activities ranged from local events to province-wide initiatives, including Quebec’s poutine fundraiser which raised an impressive \$70,000.

At Chartwell Allandale Station, General Manager Kyla Krawczyk exemplified this commitment by swimming 1.5 kilometres across Kempenfelt Bay. Inspired by a resident who completed the same swim at age 60, Kyla exceeded her \$4,000 fundraising goal, raising more than \$8,000.

## Wish Spotlight



### Pierre's Heavy Duty Wish

For Pierre Lemonde, heavy machinery has always represented more than work. Born into a family of construction tradesmen, Pierre discovered his passion at just 16 while working alongside his father. That early experience shaped his career and became a lifelong source of pride. Although he spent decades operating mid-sized equipment, Pierre always carried a dream of handling something bigger.

Through Chartwell Wish of a Lifetime, that dream became reality. Pierre climbed into the cab of a Komatsu 490 excavator, experiencing firsthand the power and precision of the machine he had admired for years. The moment was deeply symbolic, marking a full-circle celebration of his career, skills, and identity.

### Grace's Return to the Skies

Grace Smith, an 88-year-old former pilot from Edmonton, spent much of her life in the air alongside her husband, a fellow aviator. From flying across the Arctic to travelling as far as the Amazon, aviation shaped her sense of freedom, confidence, and adventure. After more than 50 years away from the cockpit, Grace wondered if she still had what it took to fly. She shared a simple but powerful wish: to see if she could still land a small aircraft.

With a flight instructor by her side, she returned to the cockpit, rediscovering the thrill of flight and the confidence that had defined her earlier years.

Grace's wish exemplifies the lasting impact of meaningful experiences, reinforcing confidence, purpose, and joy well beyond the moment itself. Her story stands as a reminder that adventure, learning, and personal achievement are not limited by age.



# Community Investment

Chartwell is committed to being an active and responsible participant in the communities where we operate. Through strategic community partnerships and sponsorships, Chartwell supports initiatives that enrich cultural life, foster social connection, and contribute to vibrant, inclusive communities.

In 2025, Chartwell sponsored and supported a wide range of community events and organizations across Canada, with a particular focus on initiatives that promote music, arts, and culture. Highlights included partnerships with organizations such as the Victoria Symphony, Orchestre symphonique de Québec, Ottawa Art Gallery, Edmonton Symphony Under the Stars, and the Richmond Hill Centre for the Performing Arts.

In total, Chartwell invested approximately \$160,000 in community sponsorships during 2025. Additional funding was directed toward associations and community groups whose events aligned with Chartwell's values and created meaningful opportunities for engagement through cultural, artistic, and community-based experiences.

These partnerships often support multi-dimensional community events that combine cultural programming with charitable fundraising and social connection. For example, Chartwell supported the Ottawa Hospital Foundation fundraiser, which incorporated equestrian, golf, and social elements to engage a broad cross-section of the community while advancing an important local cause.



# Taking Care of Our Environment

As one of Canada's largest senior living operators, Chartwell owns and/or operates over 150 properties across the country serving as the home of more than 25,000 Canadians in more than 22,000,000 square feet of real estate. This scale brings with it a responsibility to operate efficiently, reduce environmental impact, and contribute positively to the communities where we live and work. Chartwell's approach to environmental stewardship focuses on responsible management of energy, water, waste, and greenhouse gas emissions, while continuously seeking opportunities to improve performance, support sustainability goals, and protect the long-term resilience of our portfolio.



Through ongoing efficiency initiatives and the enthusiastic support of our residence teams, Chartwell has reduced our environmental impact at a same-property level over the previous year, including:

We have attained these positive results through continued implementation of environmental initiatives across our portfolio, including:



1,820 tonnes CO2e/year saved



Installation of automatic meter readings, wall/roof insulation upgrades, and window replacements



Greenhouse gas emissions reduction of 8.3%



Installation of high-efficiency equipment and appliances, systems commissioning/retro-commissioning, and automation system upgrades



Energy consumption reduction of 6.1%



Implementation of high-efficiency and dry fixtures, drip/smart irrigation systems, drought-tolerant landscaping, and reuse of stormwater/greywater



Implementation of composting programs for landscape and food waste, waste stream audits, and recycling programs

In 2025, Chartwell engaged an external **waste and resource management consultant** to further advance our environmental performance. The consultant is supporting a pilot program across ten residences, focused on identifying new opportunities to reduce waste, water consumption, and greenhouse gas emissions through improved practices, data analysis, and behaviour change initiatives. This work is intended to inform scalable solutions that can be implemented across the portfolio, strengthening Chartwell's environmental management approach and supporting the next phase of performance improvement.



## **FLEET OPTIMIZATION TO REDUCE ENVIRONMENTAL IMPACT**

As part of our environmental stewardship efforts, Chartwell began a fleet optimization initiative in 2025 to reduce unnecessary vehicle use, fuel consumption, and associated emissions. Given the scale of our operations and the essential role transportation plays in supporting residents, the initiative focused on right-sizing fleet deployment while maintaining service reliability.

The initiative began with a review of fleet utilization and replacement practices. During the year, reduced the size of its fleet by nine vehicles, utilizing vehicle sharing to meet operational needs.

Environmental considerations were integrated into fleet decisions. Where new vehicles were required, Chartwell prioritized lower-emission options, resulting in a fleet that now includes four electric vehicles and two hybrid vehicles. Chartwell also began exploring ride-share and car-share pilots to further reduce vehicle use and emissions over time, while providing its residents with flexible transportation options.

Overall, the initiative improved fleet efficiency, reduced underutilized vehicles, and lowered fuel use and idling—reflecting Chartwell's focus on practical, scalable actions that support operations while reducing environmental impact.

# Supply Chain

Chartwell recognizes that our environmental and social impacts extend beyond our own operations and into our supply chain. Our operations require the purchase of a wide range of goods and services, including furniture, food, equipment, and building materials, to support residents and employees across our portfolio. Given the scale of these purchases, Chartwell places a strong emphasis on working with suppliers who share our commitment to responsible business practices, product safety, and environmental stewardship.

Supplier selection considers a range of factors, including product safety, durability, environmental performance, and manufacturing practices. By working with suppliers who demonstrate a commitment to sustainability and responsible production, Chartwell aims to mitigate supply chain risk while supporting long-term operational and ESG objectives.

## RESPONSIBLE PRODUCT SELECTION

Examples of how responsible sourcing is embedded into Chartwell's supply chain include how we furnish our residences. Chartwell uses thousands of dining room tables and chairs across our portfolio. We do our part by choosing suppliers that use water-based colours, lacquers, and sealers, reducing the use of harmful solvents and volatile compounds. For outdoor patio furniture, Chartwell sources products made with 100% recyclable, non-toxic resins, non-toxic powder coatings, and zero-emission manufacturing technologies, supporting durability while minimizing environmental impact.



# GRESB Results

Chartwell participates in the Global Real Estate Sustainability Benchmark (GRESB) as part of its commitment to transparency, accountability, and continuous improvement in environmental, social, and governance performance. GRESB is a globally recognized, investor-focused assessment framework used to evaluate ESG management practices and performance across real estate portfolios.

In 2025, Chartwell achieved a GRESB score of 67, securing the **Green Star designation** for the third consecutive year. This represents a **three-point improvement**, up from a score of 64 in 2024, and marks Chartwell's highest GRESB score to date.

Chartwell now ranks fourth out of seven within our healthcare peer group, which includes Ventas, Inc., Welltower Inc., Healthcare Realty Trust, National Health Investors, Community Healthcare Trust, and Global Medical REIT (GMRE).

## GOVERNANCE AND MANAGEMENT EXCELLENCE

Chartwell achieved a perfect Management Score of 30 out of 30, placing the organization 10th out of 1,181 listed entities across the Americas. This result reflects strong ESG governance, policy development, and oversight practices. Chartwell also received maximum scores for ESG Leadership Commitments and Personnel ESG Performance Targets.

Stakeholder engagement performance remained strong, with a score of 9.21 out of 10, exceeding the global GRESB average of 8.04. These results highlight Chartwell's structured approach to engaging stakeholders and embedding ESG accountability across the organization.

## SOCIAL PERFORMANCE: TENANTS & COMMUNITY

Chartwell's Tenants & Community score improved to approximately 9 out of 11 in 2025. This progress was driven by enhanced tenant and resident engagement initiatives that strengthened communication, participation, and feedback mechanisms across the portfolio.



## ENVIRONMENTAL PERFORMANCE

Chartwell continued to demonstrate strong environmental performance across key indicators:



**ENERGY**  
10.77 VS. BENCHMARK 8.73



**WATER CONSUMPTION**  
4.1 VS. BENCHMARK 3.8



**GREENHOUSE GAS EMISSIONS**  
6.24 VS. BENCHMARK 4.32



**WASTE MANAGEMENT**  
1.2 VS. BENCHMARK 1.0

In 2025, Chartwell delivered a like-for-like greenhouse gas emissions reduction of 8.3%, outperforming the GRESB peer group benchmark, which recorded a 0.9% reduction over the same period. Similarly, Chartwell achieved a like-for-like energy consumption reduction of 6.1%, compared to a 0.6% increase across the peer group, representing a 6.7 percentage point performance advantage.

The portfolio also achieved 100% data coverage for greenhouse gas emissions, exceeding both the GRESB global average of 80% and the healthcare peer group average of 98%.





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# Corporate Governance

Strong corporate governance is fundamental to Chartwell's long-term success and to maintaining the trust placed in the organization by investors, residents, employees, and other stakeholders. Through disciplined Board oversight, robust policies, and a commitment to ethical conduct, Chartwell works to safeguard stakeholder interests while supporting sustainable value creation over the long term.

Chartwell upholds high standards of business ethics through a comprehensive governance framework designed to promote integrity, transparency, and accountability. Core policies, including the Code of Business Conduct and Ethics, Disclosure Controls, and Whistleblower Policy, establish clear expectations for ethical behaviour, responsible communication, and the reporting of concerns without fear of retaliation. Together, these measures support sound decision-making, protect against financial and reputational risk, and reinforce a culture of trust and accountability across the organization.

Protecting information and systems is an essential part of Chartwell's governance approach. Chartwell's cybersecurity and privacy programs are designed to safeguard resident and employee information, comply with regulatory requirements, and support business continuity. The organization follows recognized security frameworks, engages third-party specialists to assess and address vulnerabilities, and maintains incident response planning and cybersecurity insurance. In response to evolving privacy requirements, Chartwell has strengthened our privacy governance, including enhancements aligned with Quebec's Law 25, ensuring consistent protection of personal information and clear processes for managing privacy risks across all jurisdictions in which it operates.

Chartwell's governance practices have been recognized through independent external assessments, reflecting the strength of our oversight, accountability, and commitment to diversity. Alongside our stellar GRESB results, in 2025 Chartwell ranked in the **top 10% of The Globe and Mail's Board Games** governance rankings, was recognized in the **Women Lead Here** report for our commitment to gender diversity, and received the **Top Gun Board** and Top Gun CEO designation from **Brendan Wood International**. We also repeated as winner of the Real Estate category in the **2025 Investor Relations Impact Awards**, celebrating excellence in investor relations across Canada. Regular review of Board composition, committee leadership, and governance policies helps ensure alignment with evolving regulatory expectations, investor priorities, and governance best practices, supporting a high-performing Board focused on effective stewardship and long-term value creation.



In late 2025, Chartwell announced upcoming changes to the Board of Directors, supported by a structured Board renewal and succession planning process designed to balance continuity with fresh perspectives. Board effectiveness is regularly assessed through a formal evaluation process overseen by the Compensation, Governance and Nominating Committee, which reviews skills, experience, diversity, and tenure to ensure the Board remains well positioned to provide strong oversight and strategic guidance. This disciplined approach to Board renewal strengthens governance, supports effective risk management, and ensures the Board continues to bring relevant expertise and independent thinking as Chartwell's business and operating environments evolve.

2025  
**ESG**  
**REPORT**



CHARTWELL