



2021 ESG Report

April 2022

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All data provided within this report is as of December 31, 2021, unless otherwise noted.





Lucinda M. Baier
President and
Chief Executive Officer

Dear Stakeholders,

Brookdale is a place for people seeking purpose. At our core, we are people taking care of people. We are a community. A focus on social responsibility, strong governance and being environmentally conscious is an integral part of our ethos. I believe we must continue to be intentional in our efforts in these areas and in communicating our progress.

While helping protect our residents and associates during the pandemic has been our priority, in order to be as successful as possible over the long term, to remain competitive and to grow, we believe it is important to focus on sustainable corporate pillars. Therefore, in this update, you will read about the Pillars of Brookdale's ESG focus:

- Enriching Lives and Social Responsibility
- Leadership and Governance
- Environmental Impact

From strengthening our inclusive culture to tackling the pandemic, Brookdale has made impressive strides. We fiercely advocated for COVID-19 vaccine doses for residents and associates at Brookdale's communities across the nation, during both the initial rollout of the vaccine and the subsequent booster vaccine clinics. By April 2021, we successfully hosted three vaccine clinics in every one of our communities. As of January 2022, more than 95% of our residents received the vaccine. We followed that up by instituting one of the largest associate vaccine requirements in the senior living industry, ahead of any national requirements. We also arranged booster clinics for all of our 679 communities. Throughout the pandemic, we focused on minimizing the impact of COVID-19 on Brookdale's residents and associates and on keeping residents engaged. We remain focused on being there when people need us most.

In support of our Enriching Lives and Social Responsibility Pillar, we created a dedicated diversity and inclusion position to assist leaders in developing new programs, tools and enhanced processes to continue to drive our ongoing efforts. As of December 31, 2021, 71% of the leadership roles in our communities and at the corporate levels were held by women. Recognizing our commitment to increasing diversity at all levels, the Women's Forum of New York recognized Brookdale as a "Corporate Champion" for having women's participation on our board of directors at a level that exceeds the national average.

Brookdale's 30,000-plus associates — our "everyday heroes" — have continued to accomplish extraordinary things during the second year of the pandemic, and I will forever be grateful for the commitment and dedication they have demonstrated. They have truly enriched — and helped save — lives.

Lucinda M. Baier
President and Chief Executive Officer



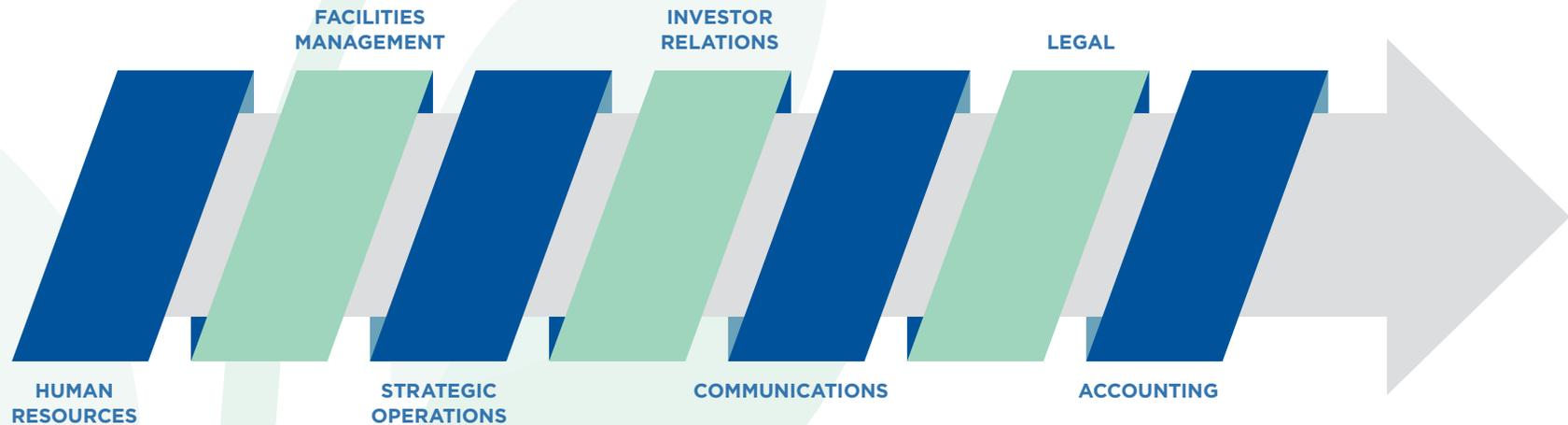
Corporate Responsibility Introduction and Methodology

CORPORATE RESPONSIBILITY INTRODUCTION AND METHODOLOGY

At Brookdale, we believe it is our corporate responsibility to protect the environment in which we live, to promote diversity and inclusion in the workforce, and to adopt and practice best-in-class corporate governance. Our Board is responsible for overseeing and ensuring that our corporate strategy is informed by the opportunities and risks associated with our human capital resources and environmental changes. The Nominating and Corporate Governance Committee reviews management's work to develop our social and environmental initiatives and reporting. As a business of people taking care of people, we focus on human capital management, diversity and inclusion, workplace safety and maximizing employee satisfaction and retention.

Brookdale's commitment to enhancing our ESG efforts is central to the organization. In 2021, we formalized an internal multidisciplinary task force representing the key pillars of our ESG efforts and involving individuals who work across the organization to promote these efforts. This task force comprises representatives from **Human Resources, Facilities Management, Strategic Operations, Investor Relations, Communications, Legal, and Accounting**, and it has ready access to others across the organization.

Enhancing our ESG efforts



Given that our specific business is a combination of multiple **Sustainability Accounting Standards Board (SASB)** industries, we have elected to report on two sectors that most closely align with our business: **Health Care Delivery (HC-DY)** and **Hotels and Lodging (SV-HL)**. A SASB reporting table can be found at the end of this report.



Enriching Lives and Social Responsibility

ENRICHING LIVES AND SOCIAL RESPONSIBILITY

At Brookdale, our associates, our residents, their families and our suppliers are all part of our community.

Together, we provide comfortable and caring homes for seniors and enrich the lives of those we serve. Through outreach programs, education sessions, fundraisers for the Alzheimer's Association and more, **we support our residents and help strengthen our local communities.**

We know our success is dependent on providing meaningful work to help us attract, engage, develop, and retain the best associates; having engaged families and residents; and building strong relationships between associates and residents.



Our Associates — Attract, Engage, Develop and Retain

Our Associates

At the end of 2021, we employed approximately 33,000 associates, 73% of whom were full-time. And because we know flexibility is important to our associates, we are proud to offer a robust number of part-time positions, with 27% of our workforce filling those roles.

Approximately 700 associates work in or for our Brentwood, Tennessee, headquarters and Milwaukee, Wisconsin, office, supporting our community-based associates.

Approximately 80% of our associates are women, who comprise approximately 71% of the leadership roles at our communities and corporate offices.

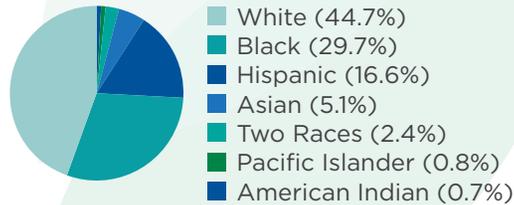
Approximately 55% of our associates and 15% of individuals in leadership roles are people of color.

OUR ASSOCIATES

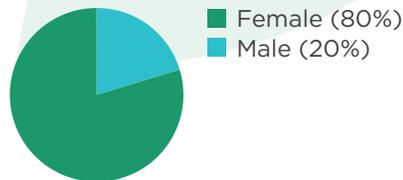
71%

OF LEADERSHIP ROLES
AT OUR COMMUNITIES
AND CORPORATE
OFFICES ARE HELD
BY WOMEN

TOTAL WORKFORCE BY ETHNICITY¹



TOTAL WORKFORCE BY GENDER¹



1. Active full-time associates as of December 31, 2021



Our Associates — Attract, Engage, Develop and Retain

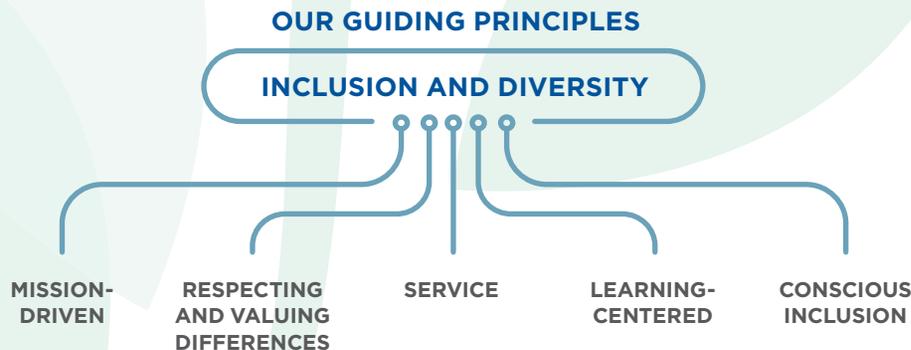
Inclusion and Diversity

In 2021, Brookdale solidified its framework around inclusion and diversity. Brookdale is committed to inclusion and diversity built on a foundation of trust, partnership, courage and passion. We define diversity as the representation of associates from different groups, ideas, perspectives and values. We define inclusion as a culture of policies and practices that actively engages and provides each of our associates with the opportunity to be successful at Brookdale.

We believe an inclusive and diverse culture can help achieve our mission by:

- **Attracting and retaining the best talent** by recruiting from a broad array of backgrounds for all levels of the organization and investing in our talent (excellence)
- **Increasing growth, productivity and engagement** by fostering a workplace where all associates feel valued and contribute to their fullest potential (respect, integrity, compassion)
- **Making Brookdale the place for top talent**, driving outstanding service for our residents and increasing shareholder value (excellence, integrity)
- **Equipping our associates** with resources to serve the changing demographics and needs of residents (compassion, excellence, respect)

We recognize that creating an inclusive and diverse environment is a journey. Our ongoing commitment to **inclusion and diversity is grounded in these guiding principles:**



OUR GUIDING PRINCIPLES

MISSION-DRIVEN: We believe that diverse teams help us achieve our mission of enriching the lives of those we serve — together.

RESPECTING AND VALUING DIFFERENCES: We are committed to creating a welcoming workplace where everyone feels like they belong. This includes individuals of different races, ethnicities, genders, ages, religions, disabilities and sexual orientations, with differences in education, personalities, skill sets, experiences and knowledge bases.

SERVICE: An inclusive and diverse culture results in providing greater service to our associates and residents because we acknowledge that different people may require different services and levels of support.

LEARNING-CENTERED: Education and communication about inclusion and diversity are essential in creating an environment in which associates and residents are adequately invested in and supported. Thus, we are committed to creating and maintaining a learning-centered environment to better understand and respond to the changing needs of our people.

CONSCIOUS INCLUSION: We are committed to creating a culture where associates challenge themselves and others to see and respect differences while working to be consciously inclusive of all.



Our Associates — Attract, Engage, Develop and Retain

Attracting and Retaining Associates

We want to attract people who want to do challenging yet rewarding work and who want to make a difference in the lives of others. We want our associates to feel valued and to know they make an impact that stretches beyond the walls of our communities and offices.

One of the ways we did so was by working to create a culture of vaccine acceptance even before the vaccine was authorized. From our first vaccine clinics at the end of 2020 through the adoption of a policy in the second half of 2021 requiring all associates to be vaccinated against COVID-19 subject to certain exemptions, we worked to make Brookdale a place where candidates want to work and associates want to stay.

We also know good associates attract good candidates. It is one of the reasons we continue to promote the use of the **Good People Program** — to encourage our associates to refer friends or family to Brookdale by rewarding them with financial incentives.

To attract and retain the best associates, we also offer a competitive total rewards program, which we believe is an important aspect of our overall compensation. In 2021, we reviewed wage rates in all of our markets, made appropriate adjustments, and will monitor to remain competitive. Both full-time and part-time associates are offered benefits, including a 401(k) retirement savings plan with the opportunity for matching contributions, as well as medical, vision and dental plans and other types of insurance. In 2021, approximately half of eligible full-time associates participated in our medical plans.

We also know maintaining total wellness — from good physical and mental health to financial well-being — is important, which is why we offer benefits to cover a spectrum of needs. Associates enrolled in a Brookdale medical plan, for example, are eligible to participate in a free, coach-led digital program for chronic back, knee, or hip pain offered by **Hinge Health**; they also are able to use, without additional cost, the full version of **Sanvello**, the number one application to help individuals process and cope with life's challenges. Brookdale similarly recognizes the importance of financial well-being, which is why we offer access to **BrightDime**, a financial wellness company, for all associates.

BROOKDALE BENEFITS

PHYSICAL WELL-BEING



- Medical
- Dental
- Vision
- Smoking cessation
- Weight management
- Diabetes management
- Joint health

FINANCIAL WELL-BEING



- 401(k)
- Life insurance
- Vendor discount program
- Adoption benefit
- Financial coaching
- Associate Compassion Fund

EMOTIONAL WELL-BEING



- Paid Time Off
- Employee Assistance Program



Our Associates — Attract, Engage, Develop and Retain

Engaging Associates

Our culture is based on servant leadership, where we believe purpose-driven work allows each of us to have a positive impact on the residents and associates we interact with every day. To recognize the extraordinary efforts of our field leaders during the continued effects of COVID-19, our leadership team awarded 1,876 **Servant Heart Awards** in 2021. We also continued to celebrate associates through our **Everyday Hero Program**, which recognizes associates who exemplify the Brookdale experience by finding a way to help others, showing appreciation and affirmatively asking if they can assist with anything. In 2021, Brookdale named more than **5,500 associates as Everyday Heroes** and awarded **over \$600,000 in program bonuses**.

At Brookdale, we recognize feedback is a gift. In 2021, we implemented 30- and 60-day surveys to hear from our associates about their onboarding, training and initial experience. We continually work to improve our processes, and we appreciate the real-time feedback the surveys provide.

In addition to listening to our associates, we provide them with opportunities to hear from us on various topics. For corporate supervisors and managers, we conducted an eight-month virtual **“Lunch and Learn”** program, which provided sessions on instilling trust in teams, leadership styles and navigating challenging conversations. We also created an **Inclusion and Diversity Communications Calendar** highlighting the rich stories from our residents and associates. For example, we were able to showcase residents and associates from several Brookdale communities during **Black History Month, Asian American and Pacific Islander Heritage Month, Hispanic Heritage Month and Pride Month**.

Recognizing the importance of inclusion when it comes to Brookdale initiatives, we knew the importance of hearing from and listening to diverse perspectives when working toward a culture of vaccine acceptance. We understood the need to address the topic of vaccine hesitancy to ensure all of our associates had the appropriate information to make the best decision for themselves, their families and their communities. Accordingly, we addressed head-on concerns about the vaccine by creating associate vaccine education and awareness training videos, translating key documents related to the vaccine and Brookdale’s vaccine policy into Spanish, and hosting virtual **“Ask an Expert”** sessions featuring physician experts, including several from black and Hispanic communities.

Integrity Line

The Brookdale Integrity Line is an additional means of communication available to all associates. The Integrity Line is managed by an independent third-party organization and provides a web-based reporting option, as well as a toll-free telephone-based service. Associates can contact the Integrity Line 24 hours a day, seven days a week to report a concern or suspected violation of our policies or our **Code of Business Conduct and Ethics**.



“Doing the right thing takes courage, and our culture is built on a foundation of trust. Our Integrity Line exists so our associates have a direct way to report any activity they believe is unlawful or otherwise inconsistent with Brookdale’s policies, procedures or Code of Business Conduct and Ethics.”

— Lucinda M. Baier

Our Associates — Attract, Engage, Develop and Retain

Career Growth and Development

We offer learning opportunities for our associates when they join Brookdale, both for their own development and to better serve our residents. Within the first year of implementing our new iLearn platform, which provides associates access to continuing education courses, leadership and professional skill courses, and regulatory training, our associates completed more than 1.9 million courses. Our learning and development programs were recognized in 2021 when Brookdale was named a 2021 winner for *Training* magazine's Training Top 100. Our Brookdale University provides training and leadership development for leaders across the organization. In 2021, we launched **BECOME**, our six-month-long new leader program. This program equips new leaders with the skills they need to lead their teams effectively. **More than 1,400 leaders across different races, ages and backgrounds, including veterans, were enrolled in 2021.** Indeed, of those enrolled, 926 were women, 498 were people of color and more than half were over the age of 40.

In order to enhance and expand Brookdale's leadership pipeline, we began the creation of a systematic, targeted development program for current leaders who have an interest in becoming **Executive Directors** in our communities. Named **EXPAND**, the hope for the program is to encourage current community leaders from diverse perspectives and backgrounds to seize new opportunities and to further their careers within Brookdale.

As reported in 2020, Brookdale received approval in 2019 from the U.S. Department of Labor to offer a **Certified Nursing Assistant** apprenticeship program in states where we operate. Although COVID-19 impacted the timing of implementation, we welcomed our first apprentices in New Jersey in 2021. We intend to pursue this and other apprenticeship opportunities in the future. We also offer a tuition-reimbursement program for associates to continue to grow their careers.



Our **Brookdale University** provides training and leadership development for leaders across the organization

BECOME PROGRAM



1,400+

LEADERS ENROLLED



926

WERE WOMEN



498

WERE PEOPLE OF COLOR



Our Associates — Attract, Engage, Develop and Retain

Associate Compassion Fund and Other Assistance

We have a strong culture of supporting each other. We know that there may be a time when associates need financial assistance due to extraordinary circumstances. Our **Associate Compassion Fund (ACF)**, a nonprofit fund for associates funded by our associates and our Board of Directors, provides short-term assistance for eligible associates in need due to unexpected illness or injury, catastrophic events or other special situations outside the associate's control. The **ACF Review Committee**, comprised of several associates across functions, conducts a blind application review and makes a determination on whether to grant an application and how much to offer. **Since 2012, more than \$2 million in assistance has been granted to Brookdale associates in need.**

Associate Compassion Fund

\$2M+

**IN ASSISTANCE HAS
BEEN GRANTED**

Outside of the **ACF**, Brookdale has established a **PTO Donation Program** to allow associates to donate earned PTO hours to coworkers who have exhausted their PTO bank and are on an approved medical leave of absence, have been impacted by a federally declared natural disaster, or are on an extended bereavement leave for a parent, spouse or child. **Associates may donate up to 50% of their available PTO balance.**

Associate Safety

Brookdale has long maintained a thoughtful and robust associate safety and workers' compensation program. For the past six years, Brookdale has convened a cross-functional **Risk Committee** that meets quarterly. This well-coordinated group sets the stage for a company-wide culture of safety ownership. As such, Brookdale has created an authentic safety culture where community teams benefit from exceeding operational safety target goals.

In 2021, we elected to change our claims reporting to align with SASB standards while comparing, where possible, to the industry standard.

23%↓

Brookdale's **DART** (Days Away, Restricted or Transferred) metrics **have improved by over 23% in the past five years** and continually outperform our industry segment based on Department of Labor data, which includes reportable COVID cases.

27%↓

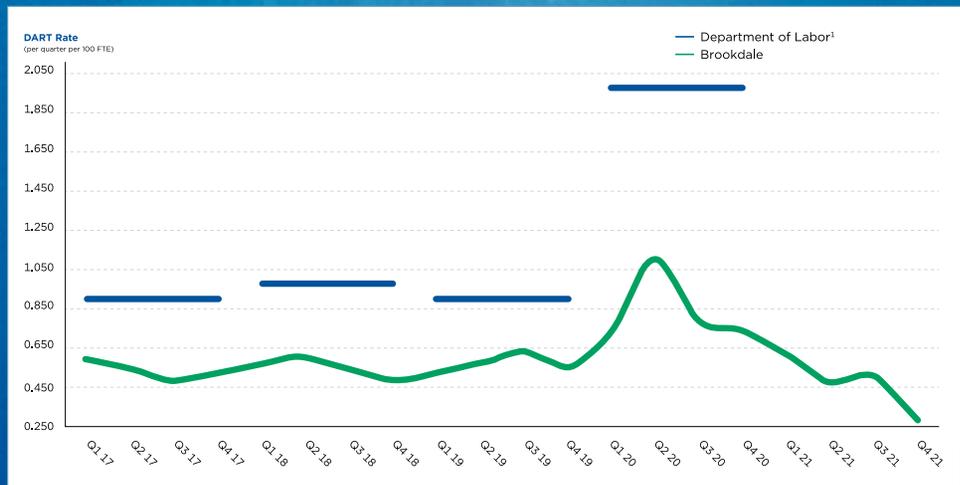
Brookdale's **TRIR** (Total Recordable Incident Rate) metrics **have continually improved year over year, down 27% since 2016.**

These measures have resulted in a **continuous year-over-year improved trend** of total claims and the time to report claims in Brookdale's current operating footprint over the past five years. Brookdale has seen both favorable year-over-year trends, and the company continually outperforms the Department of Labor's statistical average with regard to lost-time claims.



Reduction in DART Rate				
2017	2018	2019	2020	2021
-4.5%	2.8%	4.0%	-13.3%	-13.2%
Cumulative →				-23.2%

Reduction in TRIR				
2017	2018	2019	2020	2021
-4.7%	-2.0%	-7.3%	-15.0%	-0.7%
Cumulative →				-26.8%



1. Department of Labor NIAICS statistics for continuing care retirement communities and assisted living facilities for the elderly

Impact on Society — Residents

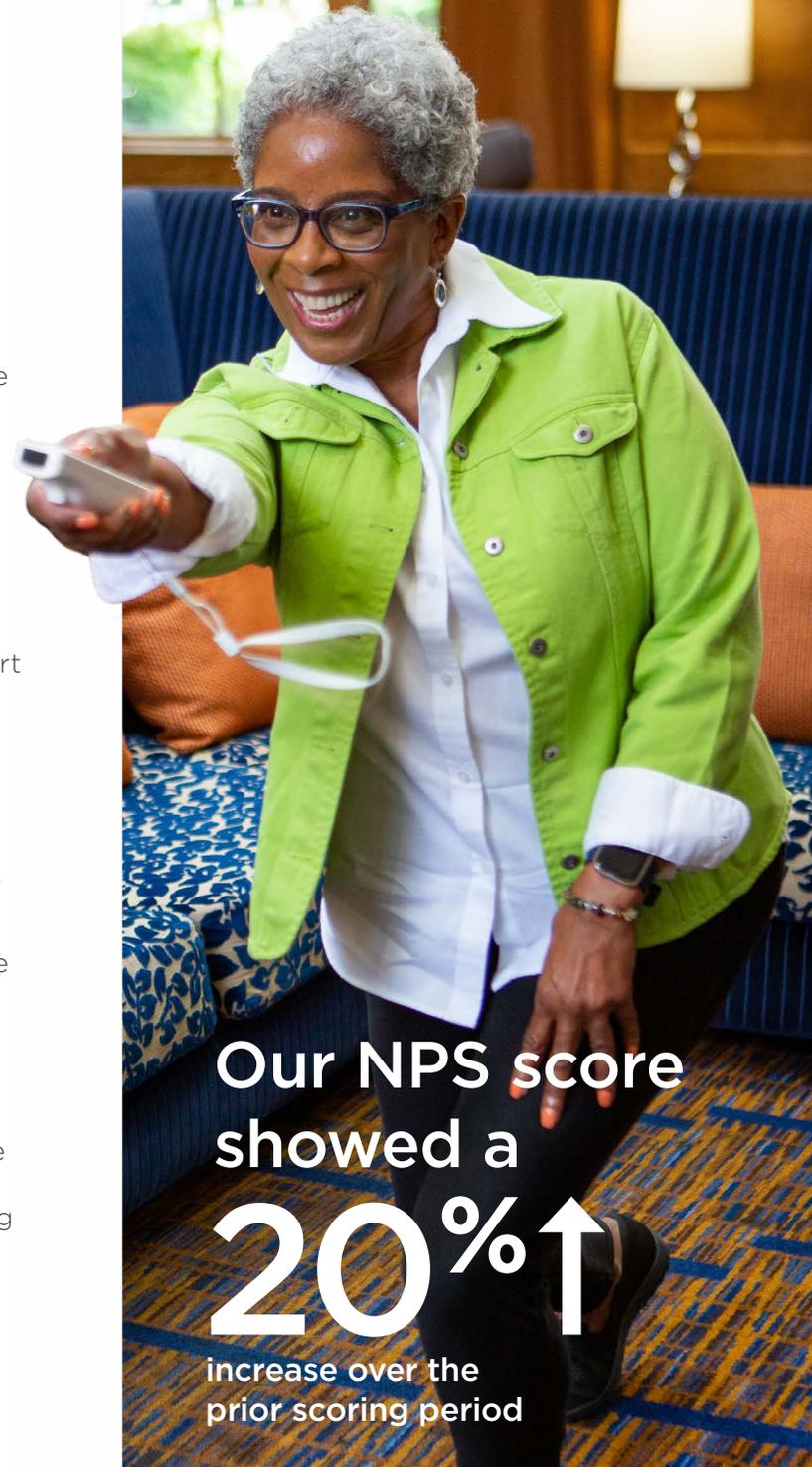
At Brookdale, we are passionate about helping people live their best lives, both inside our buildings and within the greater communities in which we are located.

Residents

Retirement should be about spending time doing great things with great people. This simple philosophy is what helps drive the lifestyle and atmosphere at our communities. Through industry-leading programming, we understand amenities our residents like and the types of activities they enjoy.

- Brookdale has long utilized resident **Net Promoter Score® (NPS)™** as a way to gauge residents' likelihood to recommend. We intend to administer our next NPS survey throughout 2022 and hope to build on our positive trends; when last measured, our **NPS score showed a 20% increase** over the prior scoring period.
- Our **Optimum Life®** well-being approach is focused on resident wellness of the mind, heart and soul.
- Our **Resident and Family Connection Line** is available to provide prompt resolution to questions or issues.
- We have established a resident council or other resident advisory committees in many of our communities that meet regularly with the Executive Director of the community. These committees promote resident involvement and satisfaction and enable community management to be more responsive to their residents' needs and desires.
- 2021 was our third year of **Brookdale's National Resident Advisory Council**, an invaluable source of input and feedback for our leadership team.
- Veterans are special people at Brookdale. Because of their service, we honor their role in preserving our freedom through events and activities throughout the year, with special emphasis on **Memorial Day, Veterans Day and Military Appreciation Month**.
- Our residents engage in a welcome and orientation program to make new friends, pursue existing and new passions and support a strong sense of belonging in their community. This is also part of the ongoing engagement of our residents that is supported by building relationships and making connections with fellow residents and family members.

*NPS™ and Net Promoter Score™ are registered trademarks of Bain & Company, Inc., Fred Reichheld and Satmetrix Systems, Inc.



Our NPS score
showed a
20%↑
increase over the
prior scoring period

Impact on Society — Residents

“As we started to understand this new public health threat, I was thankful to see how seriously Brookdale was taking COVID-19. Very early on in the crisis, they changed how we do things within our community. An example that comes to mind is that dining room tables were separated and the number of people at a table was limited, and then we moved to room service for meals. I was personally grateful for changes that were intended to keep us as safe as possible from the threat of a mysterious disease. I also think that the way our Brookdale team handled the changes was commendable. They were extremely kind, even with residents who challenged the changes. Our associates did not dictate; they encouraged. The gentleness was good, because residents were at different levels of understanding, starting to realize at different times how serious this was becoming.”



Dr. Marylouise Fennell
Brookdale West Palm Beach (FL)
National Advisory Council Chair

“Without exception, when I have asked residents to tell me the top best things about our campus, the residents have responded, ‘The friendly and welcoming residents and the absolutely great variety and quality of activities are the finest experiences of our campus.’ I agree.

We also have an active Residents’ Council interfacing with all department directors and reporting to the residents. We have greeters in each building and a couple campus-wide who make certain that new residents learn the details of our 19-acre campus.

I also deeply appreciate and honor our friendly staff personnel. They are pleasant and dedicated to their appointed tasks. Without exception, the staff broadcast the message of “I am here for you!”

Finally, Brookdale Club Hill facilitates contact and visiting with relatives. Every effort is made to keep the appointed relatives aware of significant events. We have no doubt that they are made aware of important changes and events even though we might occasionally get too busy to communicate.

Overall, both my wife and I thoroughly enjoy our experience with Brookdale Club Hill. We wish only to live here.”



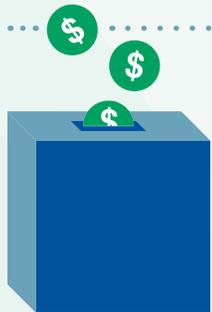
Jack D. Davidson & Jo Ann Davidson
Residents at Brookdale Club Hill (Texas)

Impact on Society — Community

To be truly sustainable at Brookdale, we create caring, healthy and supportive environments for our residents and their families, both now and for generations to come. That is one reason why our residents and associates are active in our surrounding communities.

Even during a once-in-a-century pandemic, Brookdale continued to be a leader in fundraising to fight Alzheimer's disease. During 2021, Brookdale maintained its commitment to supporting those seeking a cure for Alzheimer's disease, raising **\$1.3 million**¹ for **Walk to End Alzheimer's as a National Team**, comprising Brookdale residents and associates around the country. We are proud to have raised more than **\$19 million**¹ in total for the **Alzheimer's Association** since 2008.

Kindness is Ageless: Brookdale residents and associates gave back to their greater communities through various events and activities that include topics of Kindness, Joy, Nature, Celebrating Aging, Connectedness and Gratitude.



Brookdale participates in numerous community events, fundraisers and volunteer efforts to further fulfill our company's mission: **enriching the lives of those we serve.**

1. Funds raised by associates, residents, families and business partners.



**WALK TO
END
ALZHEIMER'S**

\$19M+

RAISED BY BROOKDALE SINCE 2008*

*Funds raised by associates, residents, families and business partners.



DIAMOND NATIONAL TEAM



Impact on Society — Suppliers

Brookdale's suppliers are a critical part of our business community and integral in delivering high-quality services and care to our residents. We make communication with suppliers a priority by hosting supplier summits and joint-business planning roundtable discussions with top strategic partners as well as providing supplier business reviews. Our suppliers are also actively involved in philanthropic efforts related to senior living.

We also take intentional steps to work with partners who value diversity. As a result, we request supplier diversity information as part of our request-for-proposal process and at the onset of supplier onboarding. We believe it is important that our partners support both our mission of enriching the lives of those we serve with compassion, respect, excellence and integrity, and also our goal of working toward a more-inclusive and diverse workplace.



Supplier Code of Conduct

To ensure our suppliers know our expectations, we utilize a [Supplier Code of Conduct](#) that can be found on our website.

Our suppliers make a difference in the lives of our associates, residents and shareholders every day!

- Associates need trusted partners to deliver so they can focus on taking care of our residents.
- Residents expect high-quality products and services that support their care journey.



Our Community — Data and Privacy

Brookdale has implemented cybersecurity controls to help give our associates and partners the ability to enrich the lives of those we serve while ensuring the confidentiality, integrity and availability of the personal and sensitive information we have been entrusted to protect by striving for an industry-leading cybersecurity program. In order to stay ahead of evolving threats, Brookdale continues to invest in modern and industry-leading tools that help protect against threats, such as ransomware, data theft/exfiltration and social engineering.

BROOKDALE'S IMPLEMENTED SECURITY CONTROLS



EMAIL
PROTECTIONS



NEXT-GENERATION
FIREWALLS



ENDPOINT PROTECTION,
DETECTION AND
RESPONSE



THIRD-PARTY PARTNERSHIPS
PROVIDING CONTINUOUS
MONITORING/RESPONSE
AND TESTING



In addition, Brookdale has invested significant resources in educating our associates to help create a **“human firewall”** as a first line of defense against phishing and social engineering attacks.





Leadership and Governance

Our Board is committed to best practices for our governance structure to promote building long-term value for our shareholders while ensuring the vitality of our business for our residents and associates and others who depend on us.

Industry Leadership

We are committed to advancing our industry through thought leadership and engagement. Our executives serve on the boards of the leading seniors housing associations, American Seniors Housing Association (ASHA), Argentum, and National Investment Center for Seniors Housing & Care (NIC), as well as the Nashville Health Care Council.



PUBLIC COMPANY WINNER



WOMEN ON BOARD EXCEEDS NATIONAL AVERAGE
Brookdale and Lucinda M. Baier



HEALTHCARE – SENIORS
Lucinda M. Baier, President and CEO



RECOGNIZED IN 2021



PLATINUM AWARD
COVID-19 Pandemic
Related Communications



2021 WINNER

Corporate Governance

The Board continues to separate the positions of Chairman and Chief Executive Officer to maintain management's accountability to the Board. Each of our non-executive members of the Board is an independent director, and all of the Board's committees are comprised solely of independent directors. The Board is declassified, with all our directors standing for election annually for one-year terms.



At least annually, the **Nominating and Corporate Governance Committee** seeks input from each director regarding the composition of the Board to ensure that the Board's composition reflects an appropriate

balance of knowledge, experience, skills, expertise and diversity in order to support our business strategy. From time to time, the Nominating and Corporate Governance Committee may also seek and receive input from certain shareholders regarding the characteristics that shareholders believe would be beneficial to our Board composition. Through this process, in the past four years the Board has enhanced its collective skills and experience by bringing on five new directors who have decades of operations, sales and marketing, and clinical experience in the senior housing, hospitality, and healthcare industries.



Corporate Governance

The Board is committed to creating and fostering an inclusive and diverse workplace. **Women comprise the majority of our customer and associate bases as well as 44% of the Board.** The Board includes racial diversity representation. Brookdale signed on to **The Board Challenge**. In addition, our president and CEO serves as a member of the **NYSE Board Advisory Council**, which identifies and connects diverse board candidates to NYSE-listed companies seeking new directors.



ALL NON-EXECUTIVE MEMBERS OF THE BOARD ARE INDEPENDENT (8 OF 9 DIRECTORS)



INDEPENDENT NON-EXECUTIVE CHAIRMAN



ANNUAL DIRECTOR ELECTIONS WITH MAJORITY VOTING STANDARD



ANNUAL BOARD AND COMMITTEE SELF-EVALUATIONS



DEMONSTRATED BOARD REFRESHMENT, WITH AVERAGE TENURE OF FIVE YEARS



DEMONSTRATED COMMITMENT TO BOARD DIVERSITY



ANTI-HEDGING AND ANTI-PLEDGING POLICY



EXECUTIVE COMPENSATION CLAWBACK POLICY



5X RETAINER DIRECTOR STOCK OWNERSHIP GUIDELINES



SHAREHOLDER PROXY ACCESS



4 of 9 female directors



2 of 9 veterans



1 of 9 racially diverse directors

65

average age



THE BOARD CHALLENGE

Committed to help foster continued efforts to improve the representation of Black directors on public boards.





Environmental Impact

Reducing Environmental Impacts

As the largest senior housing operator in the United States, we are committed to reducing the environmental impacts of our business while maintaining focus on improving the safety and quality of life for our residents. Brookdale's environmental focus can be **categorized into four areas:**

- 1** Energy Management
- 2** Promote Clean Climate
- 3** Make Smart Investments
- 4** Prioritize Safety, Planning and Preparation

As of December 31, 2021, our portfolio was comprised of 679 communities in 41 states, along with our Nashville headquarters and our Milwaukee office, totaling approximately 44 million square feet of real estate.

Over each of the last three years, Brookdale has invested an average of approximately \$177 million per year to make our communities more safe, comfortable and attractive for our residents and associates. Since Brookdale communities are our residents' home, we continuously review features for improvements to enhance community life. These investments have included upgraded mechanical and infrastructure, interior renovations, energy efficient upgrades and other improvements to maintain and improve the quality of life for our residents.

679
Communities

41
States

~44M
Square Feet of Real Estate

~\$177M*
Annual Community Improvements

*Three-Year Average Annual Community Improvements



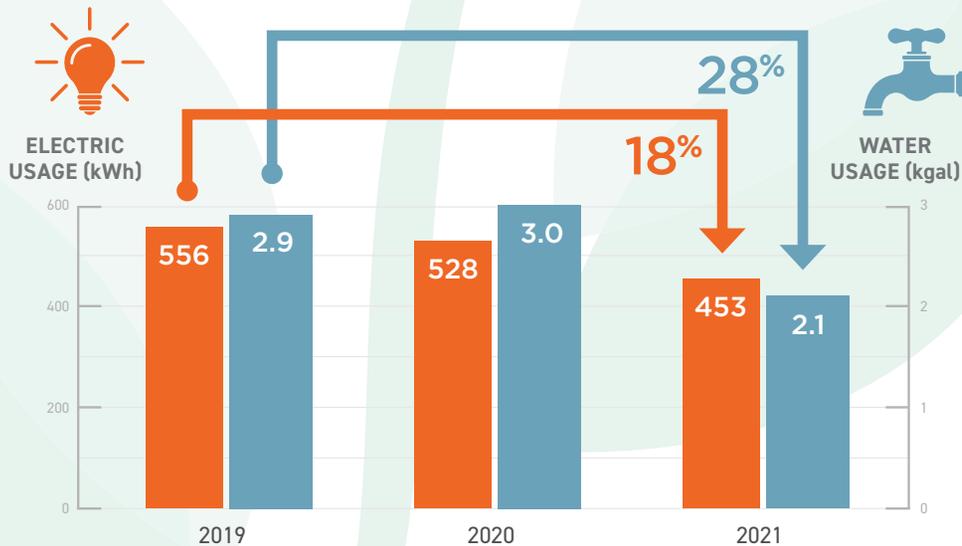
Energy Management

Brookdale continually monitors and addresses issues related to energy consumption in our communities and as a result was able to reduce its energy intensity. In 2021, we had a total of **523 communities that are Energy Star compliant** and certified 23 communities with the **Energy Star Compliant Award**.

We continue to utilize our third-party administrator to monitor and provide notification for communities that exceed usage parameters. Throughout 2021, we had success in reducing energy consumption across all utilities through this continued partnership. Early identification of these outliers allows us to effectively maintain tight controls on our energy consumption.

Green Financing: In 2021, we completed **LED-lighting upgrades across 81 communities**. The improvements at these communities alone created an energy savings of 9,583,000 kilowatt-hours.

In our 2016 Sustainability Report, we set a goal of reducing our electricity usage 15% by 2019. From our 2015 baseline to our 2019 results, we exceeded this goal. The following chart provides an update of our recent progress.



Data in millions for active communities as of December 31, 2021
 100% of electric usage in 2021 is a nonrenewable source from the grid



523
 communities
 are Energy Star compliant

Promote Clean Climate

In conjunction with our energy-reduction initiatives, Brookdale is also committed to improving the climate through the reduction of greenhouse gas emissions.



Fleet — Brookdale operates a fleet of vehicles ranging from various models of minivans and cars to 15-plus passenger buses with chairlift capability. Over the past six years, we have continued to improve our fleet by working to replace any vehicle that is over 8 years old with **newer, more fuel-efficient options**, and, where appropriate, we have opted for **smaller buses and passenger vans** in lieu of larger vehicles.



Make Smart Investments

We make significant annual capital investments in our portfolio to help ensure our communities are safe, comfortable homes for our residents. Not only are our investments aimed at reducing energy consumption and greenhouse gases, but they are also targeted at improving our residents' safety and their quality of life.

HVAC Equipment and PTACS¹ — We continue to phase out older HVAC equipment that uses R-22, replacing it with newer equipment that uses environmentally friendly refrigerant, such as R-410A. Additionally, we have taken advantage of Clean Air Initiative grant opportunities in Pennsylvania and Oregon to upgrade our current HVAC systems to more energy-efficient systems with the latest technology. Our investment in energy-efficient HVAC systems during 2019 to 2021 was over \$69M, and our investment from 2020 to 2021 increased by approximately \$4M year-over-year. We realized notable energy savings in 2021. **Our electric usage on average fell below that of 2020 levels, with a 14% decrease in usage compared to 2020.²**

Needlepoint Bipolar Ionization — We have continued retrofitting our common-area HVAC systems with needlepoint bipolar ionization (NPBI™) technology well beyond what was achieved during 2020. We have installed this technology in the common areas of all our memory care and skilled nursing communities as well as in a portion of our assisted living communities. We have purchased equipment and have begun installation in the remaining assisted living buildings.

Aqua Mizer® — We have partnered with **EcoSense Solutions** to pilot Aqua Mizer® technology at one of our communities. This technology allows reduction of water usage through a specially constructed fill valve that fills the toilet tank with less water, while incorporating a larger flapper that provides a higher-flow flush. Based on preliminary evaluation results, we expect to see **average water savings of up to 32% after the first 15 months**. This technology also has a built-in water shutoff feature, which will prevent the risk of excess water usage through overflows.



1. Packaged terminal air conditioners (PTACS)
2. For active communities as of December 31, 2021



Our electric usage on average fell below that of 2020 levels, with a

14%↓ decrease in usage compared to 2020²

Prioritize Safety, Planning and Preparation

With the breadth of our portfolio, Brookdale developed policies, procedures and an infrastructure that can respond rapidly to emergencies faced each year. In 2021 there were fewer natural disasters in our markets; communities took the opportunity to refine emergency processes and procedures as well as emergency equipment-maintenance programs.



DISASTER PLANNING

Our communities maintain industry-leading disaster planning, in large part due to significant corporate and regional management support. Portable generators were upgraded with newer and more accurate GPS devices to accurately locate emergency generators at any given time and were strategically located in disaster-prone areas to further improve response times. Understanding the importance of high-quality, well-functioning emergency equipment during the most vulnerable times, we enhanced national contract services for all emergency generators. The vendors selected have a workforce that can provide emergency service to all generators at all times, even during emergencies.



 **16** Locations

or 2.5% of our nationwide owned and leased locations are considered within the 100-year floodplain, and we carry NFIP coverage for these locations.

SASB Disclosures

Given that our specific business is a combination of multiple Sustainability Accounting Standards Board (SASB) industries, we have elected to report on two sectors that most closely align with our business: Health Care Delivery (HC-DY) and Hotels and Lodging (SV-HL).

Topic	SASB Code	Metric	Reference Page/URL/Direct Response
Energy Management	SV-HL-130a.1	Total energy consumed	2021 ESG Report, page 26
	HC-DY-130a.1	Percentage grid electricity	2021 ESG Report, page 26
Water Management	SV-HL-140a.1	Total water consumed	2021 ESG Report, page 26
	HC-DY-150a.1		
Waste Management	HC-DY-150a.2	Total amount of medical waste (a) incinerated, (b) recycled or treated and (c) landfill	<p>In this first year of reporting waste management, we worked with our largest vendor to report total medical waste. This vendor has patented a waste conversion process that helps to enhance environmental sustainability by turning medical waste, including syringes and needles, into clean energy.</p> <p>This vendor collected medical waste from nearly 400 of Brookdale's communities. For these communities, we reduced medical waste approximately 34% from 2020 to 2021, or from approximately 138k to 91k pounds.</p>
Patient Privacy & Electronic Health Records	HC-DY-230a.2	Description of policies and practices to secure customers' protected health information (PHI) records and other personally identifiable information (PII)	HIPAA-covered communities, as well as certain field and all corporate associates, are required to complete a minimum of 1.5 hours of training on PHI and PII annually.

Topic	SASB Code	Metric	Reference Page/URL/Direct Response
Management of Controlled Substances	HC-DY-260a.1	Description of policies and practices to manage the number of prescriptions issued for controlled substances	Our policies and practices direct Brookdale associates to follow the orders of each resident’s physician for the administration of medications. Brookdale’s Assisted Living, Memory Care and Skilled Nursing communities have a compilation of medication policies, procedures and forms relative to the management of controlled substances. These include, among other important factors, the receiving, administration to the resident, storage in a double locking system, accounting for, and disposal of controlled substances.
	HC-DY-260a.2	Percentage of controlled substance prescriptions written for which a prescription drug monitoring program (PDMP) database was queried	Not applicable. Brookdale associates do not write prescriptions.
Pricing & Billing Transparency	HC-DY-270a.2	Discussion of how pricing information for services is made publicly available	The Company defines pricing in the contracts which each resident or responsible party signs. These contracts detail base rent, care, and additional services. Residents are presented an itemized monthly bill in advance for the next month’s rent and care services.
Labor Practices	SV-HL-310a.4	Policies and procedures to prevent worker harassment	Brookdale Integrity Line Code of Business Conduct and Ethics
Employee Health & Safety	HC-DY-320a.1	1. Total recordable incident rate (TRIR) 2. Days away, restricted or transferred (DART) rate	2021 ESG Report, page 14
Employee Recruitment, Development & Retention	HC-DY-330a.2	Description of talent recruitment and retention efforts for health care practitioners	2021 ESG Report, pages 9-12

Topic	SASB Code	Metric	Reference Page/URL/Direct Response																														
Diversity Representation	—	Breakdown of the gender and racial/ethnic composition of the Company's workforce as of 12/31/21.	<table border="1"> <thead> <tr> <th>Gender Representation</th> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr> <td>Senior Leaders (Exec and Non-Exec Management)</td> <td>29%</td> <td>71%</td> </tr> <tr> <td>Professionals</td> <td>20%</td> <td>80%</td> </tr> <tr> <td>All Other Employees</td> <td>18%</td> <td>82%</td> </tr> <tr> <td>Total</td> <td>20%</td> <td>80%</td> </tr> </tbody> </table>	Gender Representation	Male	Female	Senior Leaders (Exec and Non-Exec Management)	29%	71%	Professionals	20%	80%	All Other Employees	18%	82%	Total	20%	80%															
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Climate Change Adaptation	SV-HL-450a.1	Number of lodging facilities located in 100-year flood zones	2021 ESG Report, page 29																														
Number of available room nights	SV-HL-000.A	Number of available room nights	Units Available as of December 31, 2021: 2021 Form 10-K, Item 2																														
Average Occupancy rate	SV-HL-000.B		Weighted Average Occupancy: 2021 Form 10-K, Item 7																														
Total area of lodging facilities	SV-HL-000.C		2021 ESG Report, page 25 (includes Corporate office space of 254,672 square feet as disclosed in the 2021 Form 10-K, Item 2)																														

Topic	SASB Code	Metric	Reference Page/URL/Direct Response
Number of facilities and the percentage that are (a) managed, (2) owned and (3) franchised	SV-HL-000.D		2021 Form 10-K, Item 2

Links to Additional Documents:

[Brookdale Code of Business Conduct and Ethics](#)

[Supplier Code of Conduct](#)