



Inspired by Purpose

COMMUNITY REPORT 2020





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CEO MESSAGE

The Value of Resilience

It's hard to believe that it's been over a year since the COVID-19 pandemic was declared. Reflecting on the year that has passed, the word resilience is very much on my mind. How is it that Canadians continue to stay strong and positive despite the difficulties posed by these times we have endured? I believe the answer lies in our values – things like fairness, kindness and cooperation. We're motivated to do whatever is necessary to care for our families and communities.

Values are also at the centre of everything we do at LifeLabs. Customer-centredness motivates us as we continue to put customers first. Caring inspires us to treat each other with kindness and pledge to do better on diversity, equity and inclusion. Working as one team has helped us stay focused and efficient during challenging times. Being agile has equipped us to adapt quickly to the new – and ever-changing – normal.

In this report, you will read about how we've weathered the challenges of the past year, and what we've achieved, including:

- Implementing COVID-19 testing within days of being asked to do so in British Columbia and Ontario;
- Completing 2 million COVID-related tests to date and counting;
- Creating the WorkClear program to help employers reduce the risk of workplace COVID-19 transmission and help restart the economy in the midst of a pandemic;
- Serving as the medical laboratory partner for the NHL's Return to Play plan;
- Developing FlyClear™ – COVID-19 testing for travellers requiring essential travel;
- Launching a COVID-19 Antibody test, so that customers and their health care providers can assess previous COVID-19 infection;

- Adopting an accelerated program to achieve ISO 27001 rating, the gold standard for information security to ensure the best possible data and privacy protection for our customers;
- Being recognized for our continued commitment to environmental sustainability;
- Being selected by the Ministry of Education in Ontario to be one of their lead partners in delivering asymptomatic testing for schools.

These are significant accomplishments, but what truly makes me proud is how our teams have demonstrated grace under pressure. Challenge has brought out the best in us, and it has further strengthened our commitment to empowering your health. Even as the pandemic continues, we are readying ourselves to deliver on this commitment in the future, in a world that has changed. What will the customer of tomorrow need and expect? How will health care be different in five to ten years' time? These questions are the compass that will guide us in the coming years as we design new and cutting-edge products and services that are driven by consumer demand in the health care ecosystem.

I look to that future with optimism, having witnessed this organization's incredible capability for speed and agility as well as quality, commitment, and caring. We'll do this by showing up every day, guided by our values, to meet the needs of our customer's today, and for tomorrow.

Kindest regards,

Charles Brown

CHARLES BROWN
PRESIDENT & CEO



OUR VISION & VALUES

Our Vision: Empowering a Healthier You

PURPOSE

To make insights accessible so that you can make choices to live your best life

OUR VALUES

♥ Caring

⚡ Agile

👥 Teamwork

👤 Customer Centred

HOW WE SHOW UP

🛡️ We earn trust

💡 We innovate

🚩 We own it

★ We celebrate diversity & inclusion

OUR STRATEGIC PRIORITIES



Quality & Access

Results you can trust and an experience that is safe and comfortable



Personalization

Digital tools and diagnostic solutions that help you conveniently own your unique health needs



Innovation

Innovative solutions to support your health care journey



Partnerships

Partnerships that turn insights into improved health outcomes



TEAMWORK

Standing Together, Working Together

AT LIFELABS, WE'VE ALWAYS BELIEVED that teamwork generates our best ideas and most impressive results. Recent events have reinforced the true importance of teamwork as a core value. Like all Canadians, we understand that treating each other with kindness, respect and patience is the only way to navigate these difficult times. We believe that our best hope in fighting COVID-19 is to work together, both within LifeLabs and in partnership with customers, governments and health care providers.

Stronger Together
DIVERSITY | EQUITY | INCLUSION

All of us Standing Strong

Events of the past year have heightened our awareness and deepened our commitment to diversity, equity and inclusion (DE&I). To truly live our values, we must include and respect all individuals and embrace their unique qualities, dimensions and characteristics. Our DE&I program, Stronger Together, builds on our organizational values of caring and teamwork, and through this, we are working to provide an environment where our people feel safe and supported. We celebrate the diversity of our colleagues and the communities we serve and have solidified our commitment through our Stronger Together pledge, which provides guiding principles for how we act and serves as a reminder for what we need to do to create meaningful change for the future. We are a proud Employer Partner with the Canadian Centre for Diversity and Inclusion (CCDI), an organization which provides extensive resources to help companies take action on diversity, equity, and inclusion in the workplace.

Advancing Health Equity & Access for British Columbians

In British Columbia, 10 LifeLabs locations participated in a pilot run by the Rick Hansen Foundation (RHF). RHF assessed the accessibility of these locations based on the holistic user experience of people with mobility, vision and hearing disabilities, and deemed the locations 'RHF Accessibility Certified.'

At the same time, we're helping increase equity and respect in our communities. We're using our communications channels to support the BC Centre for Disease Control Foundation and their efforts to bring attention to the opioid crisis and to promote the use of respectful, non-stigmatizing language related to substance use disorders, addiction and people who use drugs.



Ontario Ministry of Education Asymptomatic COVID Testing & Mobile Testing

The COVID-19 pandemic has presented unique challenges for our kids. With school closures, social isolation and dramatic changes to their daily routine, our children and youth have had to navigate these difficult times with a great amount of uncertainty and fear. To help provide peace of mind to students and their families, the Ontario Ministry of Education named LifeLabs as a lead partner in conducting asymptomatic testing for COVID-19 at Ontario schools. Keeping students and schools safe and healthy throughout the COVID-19 pandemic is vital to the overall wellbeing of our communities, and LifeLabs is honoured to support this important work.

In addition to the clinics provided in schools, LifeLabs was asked to participate in a pilot project to bring COVID-19 testing to students and families who live in hot spots in the greater Ottawa area. As part of the pilot, LifeLabs' staff travel to an identified location in a paramedic bus and deliver testing from within the bus itself. This innovative approach is improving access to critical testing where it is needed most. The pilot has proven to be a very successful model and the Ottawa Public Health plans to continue using this approach to connect members of the public with vitally important testing services throughout the Ottawa area.

Empowering Female Leaders with Minerva BC

Our President and CEO, Charles Brown, joined other Canadian business leaders in signing the Face of Leadership™ pledge. Spearheaded by Minerva BC, the Face of Leadership™ aims to advance gender diversity in organizations. By signing the pledge, LifeLabs has joined a community of business leaders that are working to attract, retain, and advance diverse female talent in their organizations. This important initiative is a key pillar of our Stronger Together program and commitment to diversity, equity and inclusion.

MINERVA
Changing the Face of Leadership in BC

LifeLabs by the Numbers

6000+
EMPLOYEES



PROUDLY SERVING
**British Columbia
Saskatchewan
Ontario**



TOP 100 TECH COMPANIES IN BC

99.4M
LAB TESTS
PERFORMED
IN 2020



375
COLLECTION
SITES ACROSS
CANADA



16
LIFELABS
LABORATORIES



2
GENETIC
LABORATORIES



2M
COVID-19
LAB TESTS
COMPLETED



739,000
PATIENTS SERVED
THROUGH HOMECARE
& MOBILE VISITS



24/7
CRITICAL
RESULTS
NOTIFICATION



80+
HOSPITALS WITH
PARTNERSHIP &
REFERENCE TESTING



5M
REGISTERED
USERS ON
MYCARECOMPASS



2.19M
ONLINE
APPOINTMENTS
BOOKED



100%
OF EMPLOYEES
REPRESENTED BY
JOINT HEALTH &
SAFETY COMMITTEE





AGILE

Innovating to Empower a Healthier You

BEING AGILE MEANS BEING ABLE TO instantly change direction so you can successfully meet a challenge or an opportunity – think of a basketball forward’s perfect pivot or a hockey goalie’s miraculous save. At LifeLabs, being agile means anticipating and rapidly responding to changes in customer needs and the health care landscape. True, the COVID-19 pandemic has driven more change than usual, but LifeLabs has always embraced ingenuity and innovation. It’s deeply embedded in our culture, along with the hard work and adaptability that make it possible for us to stay agile – to turn on a dime and be there when we’re needed most to help keep Canadians healthy.

Advancing the Fight Against COVID-19

It’s clear that testing is one of the most useful tools a government has to help manage diseases, and our provincial government partners recognized this when they turned to LifeLabs when the pandemic was declared. We responded with equal speed, quality and agility by ramping up COVID-19 testing in a matter of weeks. The effort was mighty with all hands on deck, working 24/7 to make it happen, but we are proud to be a partner on the front-lines supporting our health care system during this urgent public health care need.

Here’s what it looked like behind the scenes, as we prepared to receive the first batch of COVID-19 tests:

- Training multiple shifts on the new testing procedure
- Repurposing space within our labs
- Adding additional platforms to increase testing capacity
- Validating bench work, reviewing data, and documenting the process
- Working with partners to ensure adequate supplies and testing reagents were on-hand
- Supporting the additional collection of samples across the communities we serve for testing
- Recruiting new and redeploying existing teams to add more resources to ramp up testing

Within weeks, we were completing 5,000 tests per day, but that was only the beginning. As volumes increased, we needed to expand our capacity even more. Our teams responded with remarkable ease and willingness to help. We redeployed

employees and cross-trained where needed for employees to take on new responsibilities. By December 2020, we reached the 1,000,000 milestone for COVID-19 tests completed.

Building on these successes, we launched Canada’s first COVID-19 antibody test, which can detect past infections. We then turned our attention to helping Canadians get back to work. In July, we launched WorkClear, an end-to-end solution that helps employers reduce the risk of workplace transmission of COVID-19. WorkClear gives employers access to collection and testing services, and to supporting processes and technology such as symptomatic risk screening, employer dashboards, and reporting to public health. This program has been a critical component in businesses being able to have employees return to work and help restart the Canadian economy amidst the pandemic.

For complex situations, WorkClear also offers specialized consulting to help employers develop an evidence-based return-to-work strategy, complete with workflows, protocols, and testing, and risk reduction. In 2020, we were proud to provide this service to the NHL as the testing partner for its Return to Play plan at the hub in Toronto. This allowed the hockey season to resume in late May, after being suspended in March.

In the fall, we launched FlyClear™ by LifeLabs in British Columbia and Ontario, in partnership with Shoppers Drug Mart. FlyClear™ provides pre-flight COVID-19 test results within 48 hours so that individuals can travel safely.

Customers can order a FlyClear™ by LifeLabs test on our online shopping cart and book an appointment at Shoppers for specimen collection.



FlyClear™
BY LifeLabs®

WorkClear
BY LifeLabs®



CUSTOMER-CENTRED

Delivering Quality Services Designed for You

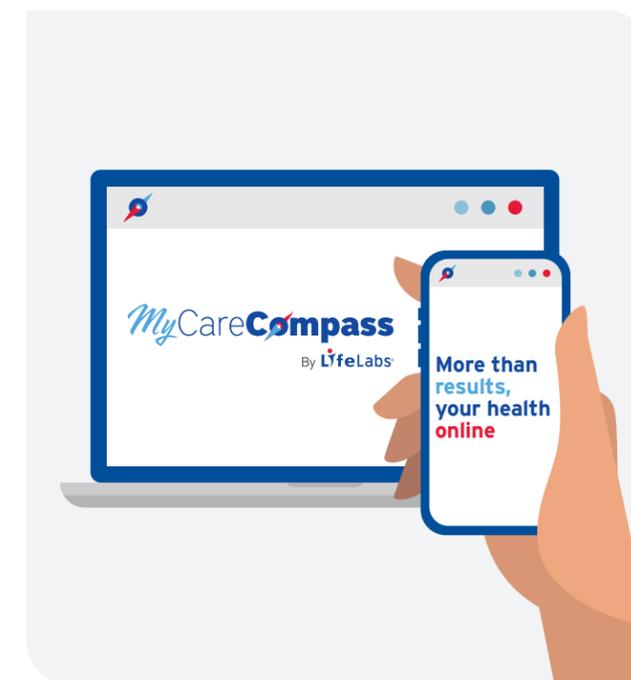
AT THE CENTRE OF OUR VALUES is the customer. Every day we ask, what do our customers need today and what will consumers of health care services need five years from now? Thinking this way is what leads us to constantly innovate and improve quality, access and convenience for our consumers – whether they are customers we serve at our collection sites, care providers in the community or businesses. In 2020, we introduced many new services, tools and products. Some were sparked by COVID-19, others by our continuous pursuit to advance our consumer strategy focus to anticipate changes in our consumers' demands and expectations, and overall health care landscape. All were driven by our purpose: making diagnostic insights accessible so that our customers are empowered to make choices to live their best lives.

Innovating for a Healthier You

Partnerships are central to our business approach, particularly when it comes to making services easily available to customers. Our most recent collaboration is the new virtual care offering available on our my MyCareCompass portal, offered in partnership with TELUS Health MyCare (formerly Babylon by TELUS Health), Appletree Medical Group, Maple and WELL Health.

MyCareCompass allows customers to book appointments and view their test results online. Now customers in Ontario can also book and conduct a secure, private consultation with a partnering physician to follow up on test results or discuss health issues. By providing access to digital health care tools, we are putting our customers at the centre of all we do and empowering them to manage their health care journey with confidence and ease.

At LifeLabs, we know that in order to empower our customers to live their best lives, we need to provide an experience that's based around their needs – and our mobile services team in Ontario is doing just that. When LifeLabs first introduced MyVisit™, we gave customers the freedom to choose where and when they receive service. Building on this success, we have evolved this program to include innovative technology that allows customers to upload their requisitions and book same-day appointments online. These enhancements not only deliver greater convenience, they also provide an alternative option for those requiring essential diagnostic services during the pandemic. The enhanced MyVisit™ program is available in select communities across Ontario and we have plans to expand to other areas of the province in the coming months.



Continuous Improvements Driven by Customer Focus

At LifeLabs, we believe that customer focus and innovation go hand-in-hand. To be centred around the customer, we must push the limits on continuous improvement in a number of areas, including technology, methods, processes, skills and equipment. We recently set up a cross-functional project team to find ways to speed up our processes so we can handle higher testing volumes.

PROVIDING ACCESS TO CARE FOR REMOTE COMMUNITIES IN BRITISH COLUMBIA THROUGH DRONE TECHNOLOGY

LifeLabs is partnering with the Faculty of Medicine at the University of British Columbia as part of their Drone Transport Initiative (DTI) in the Fraser Lake region in north-central British Columbia.

This ground-breaking project tests the ability of drones to transport and deliver vital health care supplies and lab samples to and from hard-to-reach locations, including rural and First Nations communities. This pilot project is an important first step in determining the feasibility of leveraging drone-based transportation and technology to increase access to care across other locations in British Columbia and eventually elsewhere in Canada.

INNOVATING FOR CANCER TREATMENT AND PREVENTION

LifeLabs is partnering with Bayer to offer cancer patients FastTRK, a new test for targeting a rare form of cancer caused by a specific genetic mutation. The test can help determine whether a customer is eligible for a targeted treatment option.

As a key partner in our core services, we continue to work with our government partners and local health agencies and authorities to support testing and preventive health programs. LifeLabs teams worked with the BC Cancer Agency and the Provincial Health Services Authority (PHSA) to implement a new platform for Fecal Immunochemical Testing, or FIT, a crucial part of the early screening process for colon cancer.

FastTRK 



Accelerated Outcomes through Enhanced Testing Platforms

At LifeLabs, we know that speed and quality matter when it comes to test results, and over the past year we have made significant investments to upgrade our mid-low volume Chemistry Immunoassay testing platforms. Immunoassays tested on these analyzers evaluate a wide range of health disorders, including hepatitis, hormone disorders, cardiac issues, cancer and renal disease. The Roche e801 Immunoassay Platform went live in Ontario and British Columbia last year and provides enhanced capacity, improved efficiency, and faster turnaround times, which can make all the difference in a customer's health.

E-ORDERING

With the pandemic driving patients and practitioners to a virtual health care model, we were quick to begin accepting lab requisitions by email. Since then, demand has only increased. We launched a pilot with Appletree Medical Group to accept electronic requisitions via electronic records management systems commonly used by health care practitioners. The intention is to eventually accept electronic requisitions directly from the practitioner's system without the need to create a separate email or give the customer a hard copy to present. This is similar to how many physicians and pharmacies now handle prescriptions.

Strengthening Data & Privacy

Data protection and privacy is central to everything we do. Through our partnership with experts, the cyber research community, the health care sector, governments and IT companies, we are committed to becoming a global leader in protecting health care data and have taken a number of steps to do so, including:

- Accelerating our Information Security Management program through an initial \$50 million investment, backing our plan to achieve ISO 27001 certification – a gold standard in information security management that is achieved by few organizations.
- Engaging a third-party professional services firm to objectively evaluate the efficacy of our security programs and capabilities.
- Establishing an Information Security Council with internal and external cyber security experts who regularly report to LifeLabs' President & CEO and Board of Directors.
- Launching a redesigned cybercrime detection technology and launching an improved annual training program for employees.

New Tests Available

Health care and laboratory science are constantly evolving, and we are always adding capacity to perform new kinds of testing to meet the growing need for sophisticated and personalized health information.

One significant accomplishment in this area is the addition of a new national platform, based in British Columbia, for performing hereditary genetics testing. Complex planning and teamwork across several departments were required to make this happen. We met Canadian standards for genetics testing with flying colours, and introduced this service in 2020.

We also launched a new Comprehensive Hormone Insights (CHI) test. CHI is a detailed urine analysis that measures steroid hormones and their metabolites, addressing hormone-related issues such as sleep and mood disturbances, polycystic ovarian syndrome, weight gain, skin conditions and low sex drive, to name a few. Specimen collection for the new test is more convenient for customers and also offers improved results reporting.



Providing Safe Service During the Pandemic

One of our top priorities is making sure that customers can conveniently access the diagnostic services they need. In this regard, 2020 offered some unusual challenges.

When the pandemic was declared, we immediately adopted evidence-based protocols to keep our staff and customers safe from infection.

These included screening customers, providing hand sanitizer and equipping our staff with Personal Protective Equipment (PPE), such as masks and gloves, and offering more appointment bookings online as an effective way to further reduce waiting rooms and add convenience for our customers. Our Save My Spot app was added as a convenience to offer safe service during the pandemic. Because of the protocols we put in place, there were no cases of employee or customer transmission of COVID-19 at our locations.





CARING

Going Above and Beyond

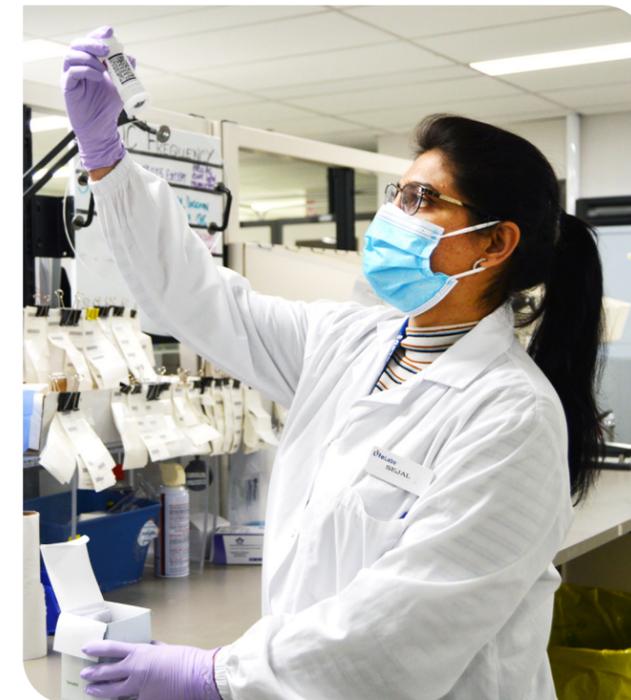
DURING 2020, WE SPENT SOME TIME examining our culture and values. We asked employees for their opinions, but we also looked at how we behave. In every collection site, every lab, and every department we found an abundance of caring in action. We saw how our front-line employees patiently comforted and assisted anxious or frail customers. When the pandemic arrived, these same team members donned personal protective equipment and wore it with a smile, despite the discomfort, to keep customers safe. As we rapidly ramped up COVID-19 testing, our laboratory staff took on extra shifts, and others re-trained for laboratory jobs to boost our capacity. Still, others shifted from our collection sites to mobile lab services to meet the increased demand for customer testing at home. We heard dozens of stories about employees who've gone to great lengths to contribute to their communities, rushing in to help wherever they can. When we asked what drives these actions, it soon became absolutely clear: We do what we do because we care!

Contributing to Our Field Through Key Partnerships in British Columbia

At LifeLabs we care about quality, excellence and innovation in our own operation and within the larger field of laboratory science. As Canada's largest community laboratory, we are in a unique position to support large-scale research initiatives and provide expertise to colleagues around the world.

In the first half of 2020, for example, LifeLabs participated in a joint study with researchers at the BC Centre for Disease Control and the University of British Columbia. The study compared anonymous blood samples that LifeLabs collected in March and May, before and after public health measures were introduced. The samples were collected for reasons unrelated to COVID-19. By comparing the incidence of COVID-19 found in the samples, health officials were able to conclude that the infection rate was lower than in other regions and that community transmission had been suppressed. This was the first study of its kind in Canada and an important contribution to the management of the pandemic in BC.

LifeLabs' experts also regularly share their research and expertise in scientific books and journals and at conferences. Recently, for example, Phillip Morehouse, National Director of Quality and Regulatory Affairs, contributed a chapter to the latest edition of the Quality Management System Model for Laboratory Services. The QMSM is published by the Clinical & Laboratory Standards Institute, which sets worldwide standards and best practices to guide laboratory management, operations and testing.



Caring for the Environment

In 2020, our Laboratory Operations, Facilities, and Environmental Sustainability teams worked with the water treatment experts from AOI (Advanced Ozone Integration) to replace the ozone water treatment system at our Burnaby Reference Lab (BRL). This new system removes contamination from the wastewater generated in the laboratories before it re-enters into the public waterworks.

This is the most recent step forward in our ongoing efforts to be kinder to the environment, reduce waste, and support sustainability – efforts that have been recognized three years running with the Environmental Excellence award from Practice Greenhealth. We recycle toner, Styrofoam, batteries, and electronics in addition to the usual paper and plastic. We've converted lights to LED, and are adopting hybrid vehicles for our mobile service fleet. Every year, we conduct energy and waste audits to keep us on track as we continue to reduce our environmental footprint.



Doing Our Part: Giving Back to the Community

LifeLabs has a long history of giving back to the communities where we live and work – and 2020 was no different. In 2020, over 60 LifeLabs employees supported 57 unique non-profits, including organizations like Sick Kids, Girl Guides, BC SPCA, and Autism Ontario. Together, LifeLabs and its employees donated more than \$25,000 to local charities in our communities, helping to provide support for those in need.

WEARING JEANS IN SUPPORT OF BC CHILDREN'S HOSPITAL

LifeLabs employees showed their support for BC Children's Hospital by donning some denim and taking part in Jean Up, a virtual event to raise funds for kids in BC facing life-altering illnesses.

POGO PAJAMAS AND PANCAKES FUNDRAISER

LifeLabs staff held a pajama party for kids at the cancer care unit in Health Sciences Centre North in Sudbury, Ontario. Events like these raised \$60,000 for the Pediatric Oncology Group of Ontario to help children battling cancer.

SCHOLARSHIP STUDENTS

Our LifeLabs Family Scholarships were awarded to 11 students. This is an annual program for children of LifeLabs employees.

WALK SO KIDS CAN TALK EVENT

LifeLabs came out in full force at the national 5km Walk So Kids Can Talk event. More than 250 LifeLabs employees in 18 communities raised \$14,000 to support Kids' Help Phone.

PROSTATE CANCER TESTING DRIVE, VICTORIA

Victoria, BC: Employees at the local collection site administered 735 PSA tests at the annual Men's Health Day run by Island Prostate Centre. A similar event was held in Thunder Bay, Ontario, in partnership with the Prostate Cancer Canada Network. The events help to raise awareness and encourage men to participate in screening programs.

GO BLUE INITIATIVE

By selling shirts and buttons, LifeLabs staff in British Columbia helped raise over \$13,000 for Pacific Autism Family Network.

DR. REDDY

LifeLabs pathologist Dr. Suseela Reddy received the Award for Community Service for her volunteer work supporting local and international charities such as Operation Eyesight Universal, the Red Cross, Open Door, and Two Worlds Cancer Collaboration. She has personally donated blood more than 200 times and twice donated her hair to Wigs for Kids.

MOVEMBER

Even if you couldn't see their moustaches behind their masks, this year the LifeLabs Movember team raised over \$10,000 in support of men's health in British Columbia.

PERIOD PROMISE

LifeLabs employees in British Columbia banded together to collect and donate more than 1600 feminine hygiene products to help those in need as part of the United Way of the Lower Mainland's (UWLM) Period Promise campaign. LifeLabs' couriers also provided logistical support, and our team members picked up feminine hygiene products from 34 Shoppers Drug Mart locations and delivered them to the UWLM offices.

Celebrating Our Health Care Heroes

Throughout the pandemic, we have taken inspiration from the countless everyday heroes across Canada – those in the front-line of health care, those working to keep Canada supplied with food and other necessities of life. We've also been inspired to celebrate our own LifeLabs health care heroes.

The previous stories are just some highlights of which we know are a part of a larger selection of incredible acts of caring and kindness demonstrated by our more than 6,000 employees. We want to acknowledge, with gratitude, the dedication and caring of these and so many other employees here at LifeLabs.





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