



# EMPOWERING OUR TOMORROW

COMMUNITY REPORT 2021



OUR VISION

EMPOWERING  
A HEALTHIER YOU

## OUR VALUES

CARING

AGILE

WE EARN TRUST

WE INNOVATE

TEAMWORK

CUSTOMER-CENTRED

WE OWN IT

WE CELEBRATE  
DIVERSITY & INCLUSION

OUR PURPOSE

TO MAKE INSIGHTS  
ACCESSIBLE SO THAT YOU  
CAN MAKE CHOICES TO  
LIVE YOUR BEST LIFE

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# LETTER FROM OUR PRESIDENT & CEO

## Welcome to LifeLabs new normal: agile, innovative and even more caring.

As I write this message, we are at last emerging from the grip of COVID-19 and settling in to the 'new normal' ... or what we now call the "better normal". Like all Canadians, we at LifeLabs are relieved to see the hardship and suffering of the pandemic gradually lifting. And we are grateful for the positive changes that were triggered by the enormous challenges of the past two years.

For employees, our better normal includes a stronger focus on our employee culture and experience, through initiatives such as more flexible working arrangements; a more active and intentional commitment to equity, diversity and inclusion; a stronger web of wellness and mental health supports; and a powerful sense of teamwork. We can proudly say we were there for our customers throughout the pandemic, rapidly adjusting our services and protocols to help Canadians live, work and travel safely. Access to our services has never been easier or more convenient.

Over the past two years, our LifeLabs people have pulled off amazing feats of agility and innovation. We went outside of our comfort zone and used our expertise to accomplish any number of 'firsts'. Using drones to fly health care supplies to remote communities in British Columbia, helping the public health agency deliver vaccines in Saskatchewan, and partnering with Fionet Rapid Response Group to introduce on-site automated COVID-19 testing for small businesses in Ontario are just a few examples. Under normal circumstances, these advancements would have taken months or years; now, we can pivot in weeks, or even days.

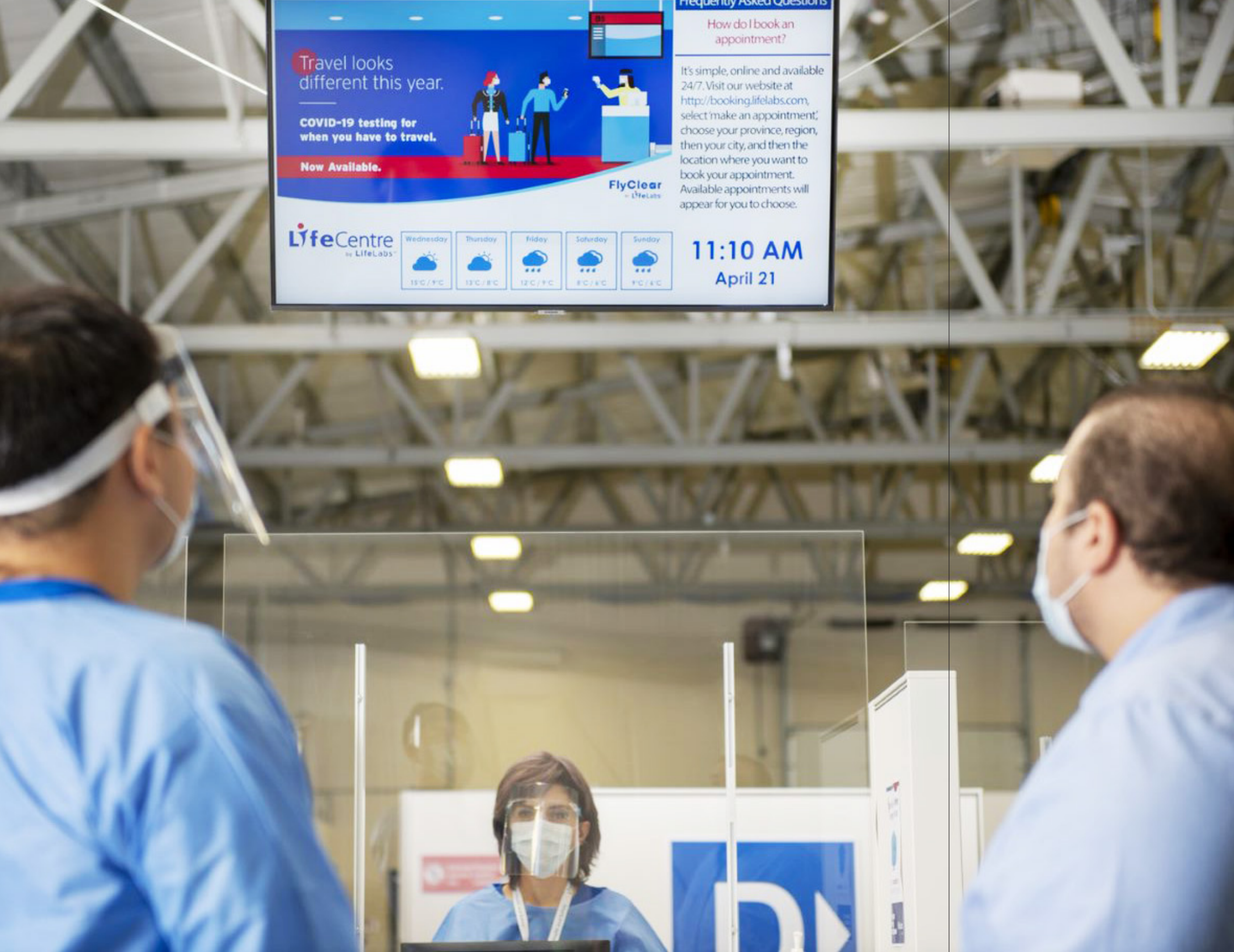
I want to emphasize that what's made these exciting advances possible is one thing and one thing only: our people. Throughout the pandemic our people held fast to our values of caring, agility, customer-centric and teamwork. They went above and beyond their duty in creating a supportive and inclusive work culture, and extending that support to their communities. I believe their ability to do this and stay resilient is rooted in a strong sense of purpose and responsibility to our customers. They are truly committed to our vision: empowering healthier Canadians. Of course, that's always been true of our LifeLabs people. What's new is that the struggle of the pandemic has unleashed our entrepreneurial spirit. We now know just how much we are capable of as a team.

As we move ahead and shift our focus away from COVID-19, we will build on what we've learned and continue to innovate to provide Canadians with accessible, high-quality services that meet their changing needs. I'm inspired by the energy and excitement across the organization. I believe you'll be inspired, too, as you read our community report for 2021.

Kindest regards,

*Charles Brown*

**CHARLES BROWN, PRESIDENT & CEO**

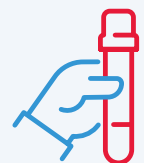


## SUPPORTING OUR COMMUNITIES

IN 2021, CANADIAN COMMUNITIES remained in the grip of the pandemic and that's where we targeted our support. Our goal was to help Canadians live, work and travel safely.

Our teams came into work every day ready and willing to adapt to the latest changes. They donned PPE, guided our customers through new protocols, and made outstanding contributions to the broader health care system – all while continuing to provide our usual, trusted services under difficult circumstances.

As a team, we honed our ability to rapidly implement changes where needed to roles, technology, services, equipment and processes. We ramped up COVID-19 testing capabilities in five short days, early in 2020. Two years later, we had completed 5 million COVID-19 molecular tests for Canadians and their health care providers. Throughout 2021, we continued to expand on COVID-19 related services begun in 2020, including WorkClear™ and FlyClear™.



**5 MILLION+**  
COVID-19 TESTS  
COMPLETED IN  
OUR LABS



**500,000+**  
HOME COLLECTION KITS  
DISTRIBUTED TO TRAVELLERS  
ARRIVING IN CANADA



**500,000+**  
TRAVELLERS UTILIZED  
OUR FLYCLEAR™  
OFFERING



**34**  
ONTARIO PATIENT SERVICE  
CENTRES UTILIZED TO OFFER  
PUBLIC HEALTH PCR TESTING

## HELPING CANADIANS MANAGE DAILY LIFE SAFELY

If there was one phrase to describe working at LifeLabs during the pandemic, it would be “all hands on deck.”

Our people worked tirelessly, often 24-7, to adapt to the fluid situation and meet the essential needs of our communities, starting with increasing the capacity of our labs so we could process and track results on enormous numbers of COVID-19 test samples.

As the pandemic intensified, we trialled COVID-19 collection services at one Patient Service Centre (PSC) near the Toronto Pearson International airport. With that experience, we felt confident in saying yes when Ontario Health asked for help to meet the high demand for COVID-19 sample collection in early 2021. At the peak of demand in 2021, 34 Patient Service Centres were offering this service. That’s now been reduced back to three PSCs chosen on the basis of location to supplement public health assessment centres in the province, with the aim of making sure that all Ontarians can access testing close to home. COVID-19 sample collection appointments are scheduled after regular operating hours to ensure regular customers are protected from exposure.



In our PSCs through 2020 and 2021, our focus was keeping customers and employees safe. With fewer people allowed in waiting rooms, we introduced a new concierge role to help direct traffic flow and minimize inconvenience for customers. We added speed where we could by accepting electronic test requisitions. We also reduced the need for patients to wait in line by expanding appointment booking for services which previously were first-come, first-serve.



## HELPING CANADIANS WORK SAFELY

As the COVID-19 situation shifts, Canadians need a safe, high-quality COVID-19 testing solution that can be managed in community settings such as small businesses and arenas.

In 2021, we saw an opportunity to provide this solution, building on our successful experience with WorkClear™, an end-to-end COVID-19 management solution for large employers. The result is ClearPass™, which provides reliable, on-site COVID-19 testing support for schools, sporting events and more, through a partnership with Fionet Rapid Response Group. Fionet supplies an automated testing device that is compact, easy to install and can process approximately 60 tests per hour, at the same level of quality and reliability that was previously available only in large laboratory facilities. Fionet’s devices are integrated with LifeLabs’ services and laboratory information system, to provide a one-stop solution that includes procurement of supplies, biohazardous waste disposal, test scheduling, results reporting, and public health tracking.

## HELPING CANADIANS TRAVEL SAFELY

The pandemic created significant stress for Canadians who needed to travel. LifeLabs wanted to help Canadian travellers stay safe by providing rapid COVID-19 testing prior to departure.

In 2020, we partnered with Shoppers Drug Mart to launch FlyClear™, offering pre-departure testing in Ontario and British Columbia. Initially, we guaranteed a 48-hour turnaround on pre-flight COVID-19 tests; we were quickly able to reduce that to 24 hours. In the spring of 2021, we expanded FlyClear™ to on-arrival testing for travellers landing in Canada at Vancouver International Airport, Canada’s second-busiest air travel hub.

By mid-2021, we were ready to innovate further. Working with the Public Health Agency of Canada, we began providing ‘virtually observed’ self-testing services for travellers entering Canada through air and land borders in B.C. These services allow travellers to use pre-packaged kit to collect their own test samples, with guidance provided by a LifeLabs expert via video conferencing, to ensure the sample was correctly obtained.

To make this work we had to build an end-to-end service that included electronic registration; delivery or curb-side pickup

of the kit; virtual appointments with a technician to guide the sample collection; courier collection or drop-off of the sample; and secure, electronic results reporting within 72 hours. Diverse teams from across LifeLabs (Information Technology, Marketing, Lab Operations, Customer Services and Logistics) collaborated closely to knit the pieces together.

Within two weeks of launch, we were able to expand this service and offer it to international travellers crossing land borders in Saskatchewan and the Yukon. Earlier this year, we expanded this service further to all border crossings in Ontario, including Pearson International Airport. In mid-2022, on-arrival testing was moved to off-site locations, and we engaged our Patient Service Centres in kit distribution and drop-off services, to provide a convenient, accessible testing solution as travel volumes began to return to pre-pandemic levels.

CONTINUING TO STRENGTHEN  
CYBERSECURITY

Throughout the COVID-19 pandemic we have seen increased reliance on virtual and digital health care options, and throughout this past year, we have continued to provide improved digital services to more than five million registered Canadian users of our online customer portal.

However, this increase in demand for digital services serves as a reminder that we must continue to be vigilant to stay ahead of cyber criminals.

In early 2021, LifeLabs entered into a partnership with Bugcrowd, the leading crowdsourced cybersecurity platform, to implement a Vulnerability Disclosure Program (VDP). The VDP uses the latest in cybersecurity research to further strengthen cybercrime detection across LifeLabs’ online tools, apps and solutions. Bugcrowd’s research community will work with LifeLabs to swiftly detect and close off vulnerabilities in our systems, protecting our customers’ health care data from



new threats as they arise. The VDP is also a key step toward achieving ISO 270001 certification—an industry gold standard in information security. LifeLabs is one of the first health care organizations to work directly with the security research community in order to stay ahead of cyber criminals.



LIVING OUR VALUES • CUSTOMER-CENTRIC

A LOGISTICAL MIRACLE HELPS  
STRANDED TRAVELLERS

Imagine arriving at Toronto Pearson International Airport for a 2 a.m. flight to Hong Kong, only to find that within the last 24 hours the entry requirements had been changed, and your COVID-19 rapid test is no longer acceptable.

That was the situation faced by hundreds of travellers, one day in June 2021. Our customer-centric people at LifeLabs wanted to help. Individuals from many different teams across the company put their heads together with airline partners to find a solution. They pulled out all the stops to re-test as many customers as possible in the time available, providing a 6-hour turnaround time on results. For several days they continued to pull off logistical miracles for travellers flying out of both Toronto and Vancouver, pushing test samples for Hong Kong-bound passengers through an ultra-rapid turnaround. Said one grateful customer, “I successfully made it to Hong Kong because of the speedy and responsive updates the team has provided me, including their willingness to help me.”

LIVING OUR VALUES • AGILITY

JUMPING IN TO HELP SASKATCHEWAN DELIVER VACCINES

For much of 2021, the nation was focused on efforts to get all Canadians fully vaccinated. Our logistics team in Saskatchewan was proud to play a role in making this happen.

Recognizing LifeLabs’ logistical experience and resources, the Saskatchewan Health Authority (SHA) requested our help to transport and deliver COVID-19 vaccines. The team sprang into action with agility, quickly adjusting delivery schedules and routes to accommodate the additional work. They rapidly adapted to the special treatment required to transport these life-saving packages: The vaccines must be carefully packaged on dry ice, strapped in with a seatbelt to keep them from

moving, and delivered within a specific timeframe. Coordinating closely with the Saskatchewan Health Authority and escorted by RCMP officers, the LifeLabs logistics team made deliveries for 5 months to help make sure the people of Saskatchewan had access to vaccinations. LifeLabs staff were proud to be part of this urgent effort to protect Canadians’ health. “We felt that we were part of a significant moment in history,” said Derek Clark, Senior Manager of Logistics and Customer Services in Saskatchewan.





## EMPOWERING OUR CUSTOMERS

AT LIFELABS, THE CUSTOMER IS at the centre of everything we do. We're dedicated to providing diagnostic information that empowers Canadians to make informed health choices and live their best lives.

In the words of LifeLabs President and CEO, Charles Brown, "We are focused on providing Canadians with access to convenient testing services and high-quality, reliable results for their essential healthcare needs."

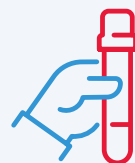
Though much of our work in 2021 related to the unusual demands of the pandemic, we also made strides forward in quality and accessibility of our usual diagnostic services.



**2 MILLION+**  
APPOINTMENTS  
BOOKED ONLINE



**739,000+**  
PATIENTS SERVICED  
THROUGH HOMECARE  
AND MOBILE VISITS



**99.4  
MILLION**  
LAB TESTS



**72,300**  
PATIENT VISITS PER  
DAY AT OUR PATIENT  
SERVICE CENTRES



**4,886,386**  
TOTAL REGISTERED USERS  
ON MYCARECOMPASSTM



**MAKING SERVICES MORE ACCESSIBLE BY COMING TO YOU**

In 2021, we were able to leverage both technological and traditional solutions to create easier access and a more responsive experience for our MyVisit customers.

Our mobile services and home care customers in key regions of Ontario can now book appointments online, which allows us to route a mobile team to their home on the same day. We’ve also added an online payment portal for extra convenience.

In British Columbia, we responded to increased demand for fertility services by adding an additional semen collection site to our existing network of collection and drop-off locations. The new collection space, which is co-located with our Burnaby lab facility, has been thoughtfully renovated with safety and privacy in mind. The new site has increased our capacity, which will improve turnaround time for test results and shorten the wait time for appointments.

**UPGRADING TO MAINTAIN THE HIGHEST QUALITY STANDARDS**

It’s essential that LifeLabs stay current with changes in the health care landscape and in national standards for laboratory technology.

To that end, we regularly upgrade our laboratory instruments, adopt new testing methods and train staff on new procedures. In 2021, we upgraded our capability for urinalysis – one of the most cost effective and commonly used methods for diagnosing illness such as diabetes, gout and kidney disease. Urinalysis is also a key tool for Canadians who are battling drug addiction. In Canada, overuse of opioids such as oxycontin has reached crisis proportions. In 2021, we updated our urine-based test offerings and drug screen panel to include fentanyl, and added Buprenorphine, which clinicians are prescribing more often as a safe alternative in opioid replacement therapy. It’s all part of our commitment to providing quality services that support Canadians’ health care needs.



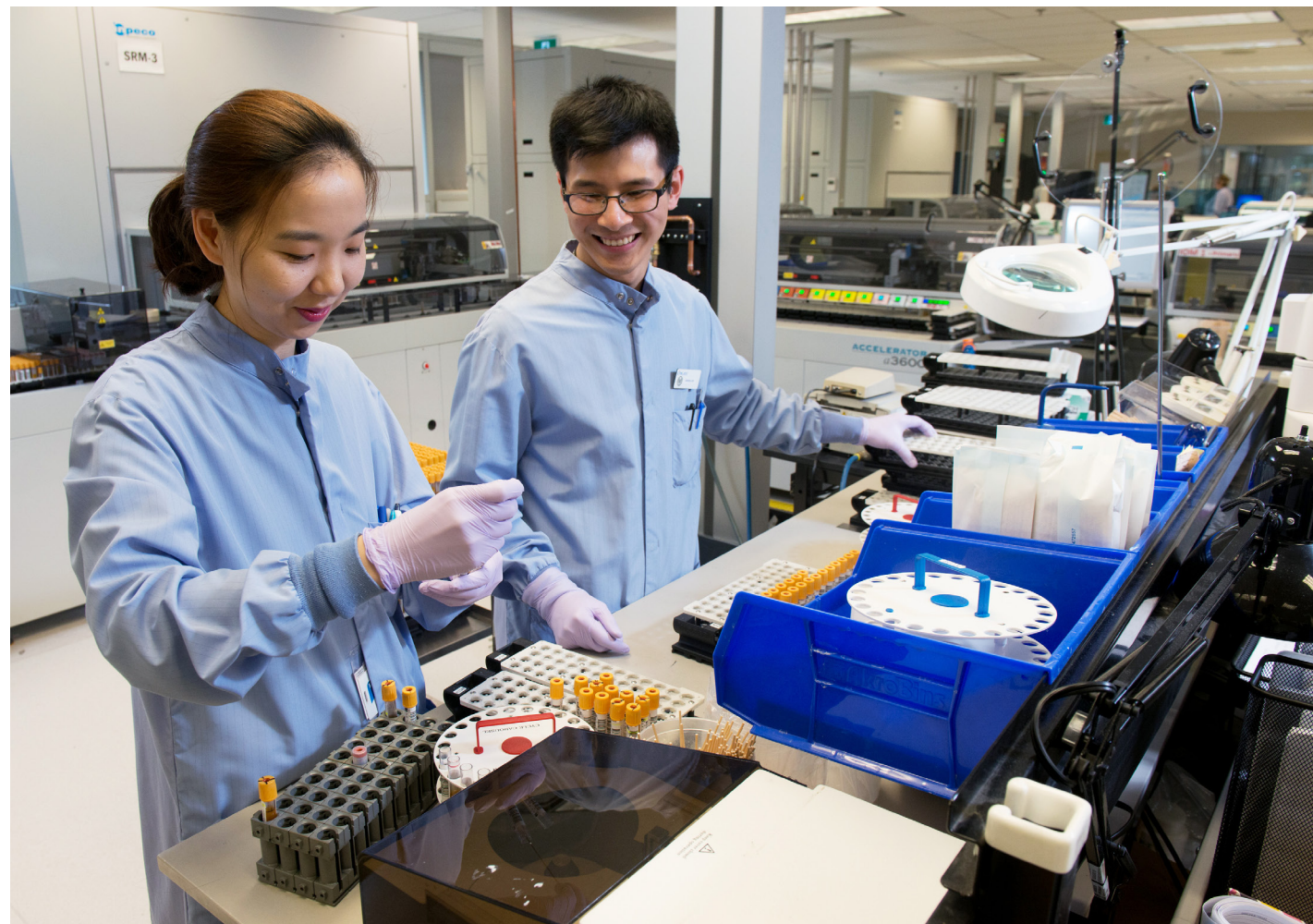
**LIVING OUR VALUES • TEAMWORK**

**WORKING TOGETHER TO FULFIL A LAST WISH**

On a summer day in 2021, our LifeLabs contract services team in British Columbia received a call from BC Transplant. A terminally ill patient had only a few days to live and wanted to donate her organs.

To qualify as an organ donor, the patient needed to undergo several tests within a very short time. The team sprang into action immediately to coordinate the required paperwork and set up an urgent appointment at the City Centre Patient Services Centre (PSC). The patient required a variety of different diagnostic tests, each of which would normally have been conducted in a separate appointment. The team worked together to coordinate all the required procedures in one appointment,

saving the patient a significant amount of time, discomfort, and stress. The samples were immediately delivered to the hospital, where the results were obtained in time for the patient to fulfil her wish and provide the Gift of Life to four people waiting for live-saving transplants. As one of the team members commented, “It was a really meaningful and moving experience. I felt like I had made a difference.”



♥ LIVING OUR VALUES • CARING

## EVERY CUSTOMER MATTERS

Time is of the essence in every aspect of health care, and diagnostic testing is no exception. Some of our labs operate 24/7 so that we can provide test results to our customers as quickly as possible.

That's why when the phone rang at 2 a.m. in our Ontario hematology department, someone was there to answer. The caller was a hospital nurse with a patient scheduled for surgery in just a few hours. The nurse was looking for the results of a test performed earlier that day at a LifeLabs Patient Service Centre (PSC). Without the test results, the patient was facing postponement of the surgery, which had already been rescheduled once due to COVID-19.

The lab manager quickly got Logistics and the PSC on the phone and located the sample. It was scheduled to arrive at the lab later that day ... too late for the patient's surgery. "We all

understood how devastating another delay in surgery could be for the patient and their family, and we didn't want to see it cancelled," said Deanna Korchuk, MLT Manager, Laboratory Operations, Chemistry and Hematology. So, the logistics supervisor personally went to the PSC, picked up the sample and delivered it to the lab, where lab employees were ready and waiting to test the sample immediately. The team was able to contact the hospital with the result in time for the patient to have their surgery. "This is what I love about my job, every single test makes a difference in someone's life," Deanna said.

## WHAT OUR CUSTOMERS ARE SAYING

”

All staff here are outstanding, call me by my first name and take care of me at all time.



”

The busy staff showed great patience and kindness to everyone. I was very impressed at how they constantly repeated the Covid questions, at how they phrased their answers to all ages, to all questions and problems, to all abilities.



”

My 9-year-old had her first blood work, ever. The woman who served us was very kind from the moment she signed us in and took our information. This really helped alleviate my daughter's nervousness. She explained everything well and it went great. Thank you!





## RECOGNIZING & CARING FOR OUR EMPLOYEES

AS AN ORGANIZATION, WE'RE PASSIONATE about showing appreciation for our people, supporting their well-being and recognizing their incredible work, because we know that people are our greatest asset.

Without them, there would be no LifeLabs. But their contribution to the business is only a small part of what makes our people great. What's more important is the way each employee creates a positive and inspired culture as they live and breathe the values of caring, customer-centric, agility and teamwork – the way we inspire each other every day.

So, when our President and CEO, Charles Brown, was asked to contribute a chapter to the book *Unprecedented: Canada's Top CEOs on Leadership during COVID-19*, he focused on employees as the driving force behind LifeLabs ability to navigate the pandemic successfully and transform our culture during a time of crisis. In the book, Charles shares that he starts every Monday with phone calls to individual employees because he feels "inspired by the caring, dedication, adaptability, and customer-focus of our people at LifeLabs. They want to make a difference, they want to help ... and they do, day in and day out. I don't have to motivate our people – they motivate me."





## CELEBRATING EMPLOYEE EXCELLENCE

LifeLabs employees found a wealth of opportunities in 2021 to showcase their commitment to excellence. While the individuals and teams listed below were singled out for recognition this year, their accomplishments are typical of the expertise and hard work that all of our LifeLabs people bring to our vision of empowering healthier Canadians.

- Zita Nausedas, a member of LifeLabs for over 28 years and integral to our clinical education program, received the 2020 Excellence in Clinical Teaching and Supervision award from the Michener Institute of Education at UHN. The clinical education program at LifeLabs is an important step in the journey towards a successful career for many students in the medical lab field. At LifeLabs, the program is led by dedicated lab professionals who have a passion for sharing their expertise and knowledge.
- The Patient Services Centre and Specimen Management team at Victoria St., Kitchener, Ontario achieved an outstanding out-of-cycle assessment by Accreditation Canada Diagnostics. The accreditation assessors made special note of the kindness the team demonstrates towards customers.
- The Genetics Lab team met 100% of the requirements for a successful mid-cycle Accreditation Canada assessment. The assessors made particular note of the teamwork they observed at the lab.
- The International Reference Laboratory team achieved 100% compliance in their assessment by the College of American Pathologists.
- Our lab and PSC teams in Belleville, Ontario achieved 100% compliance in their assessment by Accreditation Canada Diagnostics.
- Our lab and PSC teams in Sudbury, Ontario were successful in their assessment by Accreditation Canada Diagnostics, despite significant staffing issues. The assessors expressed their gratitude for the team's support of customers in remote areas of Ontario.
- We celebrate LifeLabs employees across British Columbia, Saskatchewan, and Ontario, for their achievement in raising \$10,000 in our 2021 Movember campaign.

## CREATING AN ENRICHING WORK CULTURE

At LifeLabs, we care about employee health and wellness, including mental health. That's why we launched an expanded wellness program in 2019, with increased mental health benefits.

When we saw the toll that the pandemic was taking on our people, we doubled down on wellness. Employees now have access to dedicated wellness resources such as free virtual health care, home pharmacy delivery and webinars. We also developed a tailored set of resources to help leaders support the wellness and resilience of their teams. LifeLabs President and CEO Charles Brown actively models and champions the importance of self-care, wellness and mental health. Our approach to mental health is leading-edge and was recognized with the 2021 Workplace Benefits Award from *Benefits Canada*, a publication dedicated to workplace pension, benefits, and investment news.

As we emerge from the pandemic, we've taken further steps to ensure that LifeLabs employees have a safe, comfortable, and supportive work environment. Our new hybrid work model, supported by modernized infrastructure and technology, offers many employees more choice and flexibility. We're bringing

back many of the celebrations and events that couldn't be held during the pandemic, such as National Medical Laboratory Week. Organized by the Canadian Society for Medical Laboratory Science, this week-long event is dedicated to honoring the resilience and caring that every one of our team members demonstrates every day.

Our commitment to employees has been frequently recognized over the years. Most recently, *Forbes* ranked LifeLabs as one of Canada's Best Employers in 2021 through an independent sample of more than 8,000 Canadians working for companies with more than 500 employees in Canada. In 2022, *Forbes* recognized LifeLabs as one of Canada's Best Employers for Diversity, in recognition of our inclusive work culture.

The evaluation was based on direct and indirect recommendations from employees, who rated their willingness to recommend their own employers to friends and family.





IMAGE: RED CROSS

 **LIVING OUR VALUES • TEAMWORK**

## STANDING TOGETHER DURING THE BRITISH COLUMBIA FLOODS

One of the things that gets people through tough times is teamwork. Nowhere was this more evident than during the unprecedented flooding in B.C.'s Fraser Valley in the fall of 2021.

Our teams at LifeLabs pulled together heroically during this emergency to keep each other safe, continue to provide essential services, and support their communities while also dealing with the stress and impact in their personal lives. Logistics stepped in to quickly re-route pick-up and delivery of specimens and supplies, working around road and highway closures. When supply chain issues arose, Ontario was there to help by flying in specimen transport bags and other supplies to fill B.C.'s inventory gaps. As hospitals struggled to keep up

with the crisis, LifeLabs employees were redeployed to assist. Customer services staff in Chilliwack were temporarily redeployed to support test sample collections at the local hospital and the health authority outpatient sites, and lab technicians lent a hand to the Children's Hospital when road closures disrupted the hospital's ability to perform important patient tests. LifeLabs also donated a total of \$30,000 to the Canadian Red Cross for flood disaster relief, through a combination of corporate donation and employee giving.

## WHAT OUR EMPLOYEES ARE SAYING

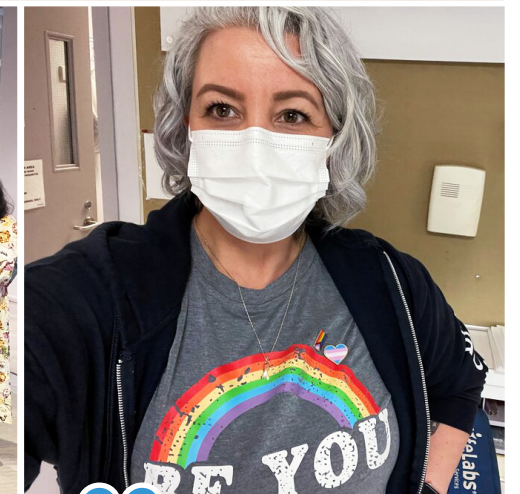


Working at LifeLabs has been rewarding right from Day 1. We are all valued as part of a team from the Manager right down to our colleagues and are told often. Because we are supported and valued, we want to do our best to represent the LifeLabs brand every single day and it shows. Our clients love us!

JUDY HILL, SUPPLY HANDLER, SK

At LifeLabs, we truly live our value of teamwork, whether it be between colleagues or a supervisor and employee. It's the wonderful people at LifeLabs that create an inclusive, uplifting environment to work in.

RAMINDER RAI (MLT, BSC, MBA),  
DIRECTOR, LABORATORY OPERATIONS, BC



LifeLabs always keeps our value of caring, not only for the customers but also for the employees too. LifeLabs always provides a flexible, caring, friendly atmosphere for their employees: employee discount programs, annual bonus programs, employee safety programs are the some of the examples.

KEERTHI PRIYA BALANPILLAI, LAB TECHNICIAN, ON





## CELEBRATING OUR PARTNERSHIPS

OUR ABILITY TO QUICKLY BUILD collaborative working relationships with other organizations is one of the cornerstones of our culture at LifeLabs.

Our partnerships are based on effective communication, mutual trust and a shared focus on solutions. Partnering with other organizations is an efficient way to build new expertise and technology into our offerings, and that helps us to pivot quickly and successfully to meet the changing needs of our communities.

In 2021, we were proud to launch several partnerships that expanded our capacity to support Canadian communities in new and exciting ways.



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UNIQUE NON-PROFIT ORGANIZATIONS SUPPORTED THROUGH LIFELABS' EMPLOYEE GIVING PROGRAM



\$32,000

DONATED BY LIFELABS AND ITS EMPLOYEES IN SUPPORT OF LOCAL CHARITIES



\$84,000+

DONATED BY LIFELABS FOR SPECIAL APPEALS FROM PARTNERS SUCH AS THE RED CROSS AND INDIAN RESIDENTIAL SCHOOL SURVIVORS SOCIETY

KEEPING ATHLETES AND SPECTATORS SAFE AT THE NATIONAL BANK OPEN

In August 2021, we had an exciting opportunity to demonstrate the potential of our new program, ClearPass™, which provides COVID-19 testing on-site in community locations, through our partnership with Fionet Rapid Response Group (see page 8).

LifeLabs was chosen as Tennis Canada’s testing partner for the National Bank Open tennis tournament in Toronto. We were excited to play a role in the return of professional tennis and worked with Tennis Canada to create a create a robust program to test all players, staff and volunteers, ensuring the health and safety of those involved in the tournament.



DEEPENING COMMUNITY PARTNERSHIPS



In 2021, we partnered with the Pediatric Oncology Group of Ontario (POGO) for our fourth ‘Pajamas and Pancakes’ event.

Through our participation in this annual event, which marks International Childhood Cancer Awareness Day, LifeLabs and its employees have so far contributed \$276,000 to support equitable access to health care for children with cancer. Funds raised are used by POGO to help families of children with cancer with out-of-pocket costs such as babysitting, food, and accommodation during treatment. POGO also assists survivors of childhood cancer who need special education and employment support and contributes to cancer research.

At LifeLabs, we’re incredibly proud of our participation in this event and our ongoing relationship with POGO. We also invest in the POGO Multidisciplinary Symposium, which helps healthcare professionals remain at the forefront of the rapidly advancing field of pediatric oncology, and participate in media and advertising campaigns to raise awareness.

We’ll be supporting Pajamas and Pancakes again in 2022 and have committed to adding a corporate donation of \$50,000 to the funds raised by employees.



LIVING OUR VALUES • AGILITY

DRONE TRIAL PROJECT GOES ABOVE AND BEYOND

Our experiences of the pandemic honed our strengths – working across departments, thinking creatively and getting things done quickly – and made the most of our talent for rapid innovation.

That has equipped us to test out exciting new ways to use LifeLabs expertise. In 2021, for example, we joined the First Nations Health Authority (FHNA), the Rural Coordination Centre of BC (RCCBC), University of British Columbia’s Faculty of Medicine and Faculty of Pharmaceutical Sciences, and Drone Delivery Canada (DDC) to explore how drone technology can be used to improve health care for rural and remote First Nations communities.

Many rural and remote First Nations communities have unequal access to health care due to factors such as transportation constraints and challenges with recruiting and retaining health care providers. The Drone Transport Initiative (DTI), funded by TD Ready Challenge, is based on the idea that drones might

be a faster and less expensive way to transport health care supplies and diagnostic test samples to and from rural and remote communities.

The project reached an exciting milestone in the fall of 2021, with the completion of a series of successful test flights. “This type of project here is unique. As a Native community, we’re at the forefront of the technology,” says Chief Robert Michell of Stellat’en First Nation. “It would be amazing in 10 years’ time to see where this goes. This is definitely a first step, and we’re proud to be a part of it.”

The project continues in 2022.



**Stronger  
Together**  
DIVERSITY | EQUITY | INCLUSION

## ADVANCING OUR DIVERSITY, EQUITY, & INCLUSION EFFORTS

IN THE PAST FEW YEARS we've seen a monumental shift in the social justice movement, one that has sparked an ongoing, vital dialogue both across the globe and here within LifeLabs.

Inspired by these profound conversations, LifeLabs took time to review hiring and other practices with regard to equity, accessibility and diversity. We recognize that as Canada's largest community laboratory, we need to lead the way creating an environment that is accessible and equitable for all employees and customers; an environment where all feel welcome, supported, and safe.

In 2020, we launched "Stronger Together" to ensure that all people – no matter their race, gender, beliefs, preferences, age, abilities – are accepted, respected, valued and treated equitably at LifeLabs. The program is championed by our President & CEO, Charles Brown, who says, "We know that we need to continue to listen, recognize, and take meaningful action as allies, while amplifying the voices of those who face injustice and racism."



**\$40,000+**  
IN DEI-RELATED  
DONATIONS



**58**  
MEMBERS IN OUR  
INAUGURAL EMPLOYEE  
RESOURCE GROUPS



**15+**  
'INCLUSION  
DAYS'  
CELEBRATED



**90%**  
AGREE THAT THEY CAN TAKE WHAT THEY'VE  
LEARNED FROM OUR GENDER DIVERSITY TRAINING  
AND APPLY IT TO THEIR ROLE AT LIFELABS



## STRONGER TOGETHER

**Stronger Together is LifeLabs' DEI program. The program is rooted in respect, willingness to honestly confront bias, and a commitment to learning. Our Stronger Together vision includes:**

- Attracting and hiring a diverse workforce that is representative of our communities and our customers.
- Understanding and respecting the diversity of the customers we serve every day.
- Building a culture of awareness, respect, and integrity in our relationships with each other and with our communities.
- Developing diverse talent at all levels of our organization to enable innovation, value creation and business continuity now and in the future.

Employee Resource Groups (ERGs) form the foundation of our program. ERGs provide a safe environment where employees can make their voices heard and bring their whole selves to work. ERGs offer the opportunity for learning, discussion, idea-sharing and a channel for providing feedback to leadership. We've launched four initial ERGs, which were chosen via an employee survey: multi-cultural/ethnic communities/ racialized groups; LGBTQ2+; Women; and working parents and caregivers. ERGs are open to employees who identify as part of one of these groups or as allies.

In addition to launching the four ERGs, in 2021 we took several other concrete actions to support our Stronger Together vision.

We partnered with the Canadian Centre for Diversity and Inclusion (CCDI) to sponsor Time for Change—a special report in the Globe and Mail. This special publication aimed to amplify the voices of Black leaders, while shedding light on the work that still needs to be done to combat systemic inequalities across infrastructure, employment, and other facets of daily life. We also worked with CCDI to launch the Diversity Meter, an annual in-depth survey to measure levels of diversity and inclusion across LifeLabs, and help us understand where to focus these efforts moving forward.

In 2021, we contributed more than \$20,000 in corporate and employee donations to charities supporting survivors of residential schools. We also made the decision to observe September 30, the National Day for Truth and Reconciliation, as a Statutory Holiday. To prepare for Sept. 30 we organized an educational webinar for employees. Dr. Lana Potts, an Indigenous health expert, spoke about the impact of colonialism on the health of the Indigenous peoples of Canada, including lack of access to health care services and the ongoing effects of the trauma inflicted by the residential school system. "The webinar was incredibly valuable," said one team member. "It really made me aware of the issues facing residential school survivors and their families, and what I can do to help as an ally."

## NEW PARTNERSHIPS ENHANCE DEI AT LIFELABS

In 2021, LifeLabs initiated two new partnerships: one with Pride at Work Canada and one with Indspire.



These partnerships will significantly advance our commitment to foster an inclusive and equitable environment where everyone is able to thrive.

Pride at Work Canada is a non-profit organization dedicated to helping employers create safe, inclusive workplaces for LGBTQ2S+ (lesbian, gay, bisexual, transgender, queer, two-spirited, etc.) employees. Through its partnership with Pride at Work Canada, LifeLabs receives access to benefits and services that support inclusion, such as employee learning, networking, personal development resources, and exclusive offers for community events.

Indspire is a national, Indigenous registered charity that invests in the education of Indigenous people and is the largest funder of Indigenous education outside the federal government; their



program disburses over \$20 million annually to over 6,245 First Nation, Inuit and Métis recipients nationwide.

In partnership with Indspire, LifeLabs has created a five-year renewable bursary program called "Empowering Futures: LifeLabs' Bursary for Indigenous Students." The bursaries will support selected students who enter post-secondary education relevant to LifeLabs, such as lab technician training. Our contribution to the bursary fund has been matched by the Federal Government. These bursaries will not only benefit individual students, they will help to increase Indigenous representation in health care roles, an essential step to improving health equity in Canada's health care system.



## LIVING OUR VALUES • CARING

### BELLEVILLE PSC RAISES \$850 FOR INDIAN RESIDENTIAL SCHOOL SURVIVORS SOCIETY

**When Sabrina Joseph, Medical Laboratory Technician in Microbiology, Belleville, heard about the unmarked graves uncovered at residential school sites across Canada, and read the stories from families who had been left with so many unknowns, she wanted to help in any way that she could.**

Through her reading, she learned that there was a need to bring awareness to and continue the conversation on the history and impact of the residential school system. So she enlisted the help of both family and colleagues to fundraise for the non-profit Indian Residential School Survivors Society (IRSSS). Sabrina's aunt, who is Indigenous and whose mother was a residential school survivor, solicited donations from friends, including handcrafted items such as moccasins and medicine bags, which were raffled off for a total of \$850. Sabrina also organized an education wall related to residential schools and Indigenous issues at the lab in Belleville.

# RESPECTING OUR ENVIRONMENT

AT LIFELABS, RESPECTING OUR ENVIRONMENT is a natural extension of our commitment to caring and our sense of responsibility for the health and well-being of Canadians.

We need clean air, clean water and nutritious food to keep our bodies healthy. Outdoor recreation is critical to physical and mental well-being, and an important part of family life for many. Climate change has the potential to negatively impact many aspects of Canadians' health. From our perspective, environmental sustainability is not a "nice to have". It's an integral part of our vision: empowering healthier Canadians.

In 2021, our efforts to reduce consumption, eliminate waste, and prevent pollution were recognized with an Environmental Sustainability Award at the 22nd Annual Burnaby Business Excellence Awards, a joint program of the City of Burnaby and the Burnaby Board of Trade. We're proud to share that we also received Practice Greenhealth's Environmental Excellence Award for the fourth year in a row, and once again LifeLabs was the only lab in North America to receive this award.



951

SMALL ELECTRONICS RECYCLED THROUGH OUR CORPORATE E-WASTE PARTNER



152 KG

OF BATTERIES RECYCLED THROUGH OUR CORPORATE E-WASTE PARTNER



1,293,707 KG

TOTAL WASTE DIVERTED



6 MILLION+ LITRES

OF WATER (ABOUT 10% OF ALL WATER USED IN OUR LABS) TREATED PER YEAR THROUGH OZONE TREATMENT TO REMOVE CONTAMINANTS

## HOLDING OURSELVES ACCOUNTABLE FOR ENVIRONMENTAL SUSTAINABILITY

The Global Reporting Initiative is an independent organization that provides a standard framework of indicators and benchmarks that business can use to assess their environmental, social and economic impact.

LifeLabs has adopted the GRI framework, and for the past three years we've used it to help set objectives, measure progress, and report transparently on an annual basis. The following list outlines our environmental sustainability measures, all of which are tracked and measured according to GRI indicators.

- **Batteries and Electronics Recycling Program:** Employees are encouraged to bring in household batteries, cell phones and small electronic devices to be recycled and sent to our corporate e-waste partner.
- **Landfill Waste Diversion:** We have programs that divert all plastics, cardboard and organics as well as specialty programs such as shredding, Styrofoam and toner recycling.

Our materials and logistics department reuse supply boxes to send orders to our doctors and other facilities to eliminate the purchase and waste of new boxes. They also reuse cooler bags, ice packs and styrofoam containers. We conduct an annual waste audit to keep us on track as we continue to reduce our environmental footprint.

- **Reducing CO2 Emissions:** We completed a greenhouse gas inventory and implemented a fleet of 121 hybrid vehicles to minimize the carbon footprint of our logistics teams and mobile lab services team. We optimize travel routes to minimize fuel consumption and emissions.
- **Reducing Electricity Consumption:** We have performed energy audits at our major labs and completed energy savings projects, including lighting and HVAC upgrades, system automation improvements. We converted more than 2,200 fixtures to light-emitting diode (LED) technology in labs across Canada to increase energy efficiency.
- **Sustainable Procurement:** We have integrated sustainability requirements into our procurement and RFP processes.
- **Resource Management:** We are the first healthcare organization to use ozone technology to treat wastewater.



LIVING OUR VALUES • TEAMWORK

## PARTNERING TO PROTECT THE PUBLIC WATER SUPPLY

LifeLabs conducts more than 120 million laboratory tests a year and almost every process in diagnostic testing relies on clean water to ensure high quality test results.

Conserving and returning clean, safe and usable water is an important part of our commitment to our communities and our environment. In 2021, we completed the installation of new water treatment technology at our labs in British Columbia. This unique technology was developed through a partnership between our lab operations, facilities and environmental sustainability teams and a team of external Advanced Ozone Integration experts. The new system breaks down and removes contaminants from laboratory wastewater so it can be returned to the public water system, rather than being contained and removed by a specialized waste management company.

# AWARDS & RECOGNITION

In 2021, our people received extensive recognition for technical expertise, leadership, and environmental sustainability. We're always delighted and proud when this happens because we know how hard they work and how much they care. People are our greatest strength at LifeLabs. Our commitment to each other and to Canadians keeps us resilient during challenging times. Together, we live our values of teamwork, caring, customer-centric and agile each and every day.

Congratulations to the many award winners!

## CULTURE AND EMPLOYEE EXPERIENCE



LifeLabs receives 2021 Workplace Benefits Award



LifeLabs recognized as one of Greater Toronto's top employers



LifeLabs ranked in the top 100 of Canada's Best Employers by Forbes



LifeLabs recognized on Forbes Canada's Best Employers for Diversity 2022 list

## LEADERSHIP EXCELLENCE



LifeLabs President and CEO Charles Brown named to Top 25 Biotech CEOs of 2021, The Healthcare Technology Report



LifeLabs President and CEO Charles Brown named to Top Industry Leader 2021, Life Sciences Voice



LifeLabs President and CEO Charles Brown named to Top 100 Innovation CEOs of 2022, World Biz Magazine



LifeLabs COO Jennifer Cudlipp named to BC500, Business in Vancouver magazine



LifeLabs COO Jennifer Cudlipp named to Distinguished Service Award from Chartered Professional Accountants of British Columbia (CPABC)



LifeLabs former General Counsel, Erica Zarkovich, now SVP, Government Markets, receives Award of Excellence at 2021 Canadian Law Awards



LifeLabs CFO Kelly Martin wins Globe and Mail's Best Executive Award

## OTHER



Environmental Excellence Award, Practice Greenhealth



Environmental Sustainability Award, Burnaby Business Excellence Award



Cobourg Patient Services Centre (PSC) Receives Business Achievement Award



International Association of Business Communicators (IABC) Presents LifeLabs with the 2021 Gold Quill Communications Award



LifeLabs team member wins 2020 Excellence in Clinical Teaching and Supervision Award from the Michener Institute of Education at University Health Network (UHN)



THANK YOU FOR INSPIRING US TO LIVE OF VALUES OF **AGILITY, CARING, CUSTOMER-CENTRIC, AND TEAMWORK** EACH AND EVERY DAY.



# PROUDLY EMPOWERING OUR CUSTOMERS AND THEIR HEALTHCARE DECISIONS



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