



Empowering Healthier Canadians

FOR OVER 60 YEARS



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OUR VISION

Empowering a Healthier You

OUR PURPOSE

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

Our Values



TEAMWORK



AGILE



CARING



CUSTOMER
CENTRED



WE INNOVATE



WE EARN TRUST



WE OWN IT



WE CELEBRATE
DIVERSITY AND
INCLUSION

How we show up

At LifeLabs, we take pride in leading innovation in a rapidly evolving industry.

Serving millions of Canadians is a privilege and responsibility, and maintaining their trust requires us to continually raise the bar. Our annual Community Report offers that opportunity to celebrate our shared purpose that guides us, our people who power us, and the positive impact we create across Canada.

Although the past 12-18 months have been productive and exciting for LifeLabs, it has also been a time of great uncertainty in the world around us. Our strong connection to our roots has helped our teams stay positive, resilient, and committed to our customers. Those roots go back more than 60 years to 1958, when LifeLabs was founded with the mission of improving healthcare access and supporting a quickly growing population. Since then, we have been a dedicated partner in evolving and strengthening Canada's socially conscious healthcare system.

“Our story mirrors that of our nation: built on a belief in access, equity and innovation that empowers healthier lives.”

As Canada has grown through diversity, discovery, and collective care, LifeLabs evolved alongside it, connecting science and compassion to deliver trusted health insights to Canadians.

Today, our teams deliver accuracy, empathy, and commitment across 382 Patient Service Centres and 13 laboratories for millions of Canadians. Working as one team, our people sustain a vibrant, customer-centric culture, earning LifeLabs a spot

on Forbes Canada's list of Best Employers for Company Culture in 2025. This recognition shows how our culture isn't shaped by initiatives alone; it flourishes in how we support one another and what we build together. LifeLabs' culture is anchored in our values – care, agility, customer-centricity, and collaboration – and driven by the knowledge that every test represents a customer's need for answers, reassurance, and a healthier future.

Every year, our diverse and talented teams strive to expand our positive impact on Canadians' health,

and 2024-25 was no exception. We brought healthcare closer to Canadians, enhancing accessibility and convenience through new initiatives like our at-home Human Papillomavirus testing kits and the introduction of Point of Care testing in long-term care homes. We once again raised the bar on our long-standing commitment to sustainability by expanding our electric vehicle fleet. We also introduced advanced diagnostics to customers and

healthcare providers, including innovative blood tests that aid early detection and diagnosis of Alzheimer's disease. Our exciting new partnership with CAN Health Network accelerates our innovation to the next level by helping us source Canadian suppliers for cutting-edge technologies.

These are just a few examples of the positive impact made by our teams over the past year – an impact that has been recognized for three consecutive years by BrandSpark, who named LifeLabs “Canada's Most Trusted Health Diagnostic Service Provider” based on a survey of 35,000 Canadian consumers. This award, and many others received in the past year, celebrates the teamwork, expertise and dedication of our diverse team of phlebotomists, lab technicians, couriers, mobile staff, medical science experts, and operational support professionals who continue LifeLabs' tradition of empowering healthier Canadians for over 60 years.

I'm proud to share their stories in this year's Community Report.

Charles Brown

CHARLES BROWN, PRESIDENT & CEO



LifeLabs puts our customers first in everything we do.

At the frontline, that means a deep commitment to compassionate and responsive care. And as an organization, it means constantly innovating to make diagnostics more personalized, accessible, and informative to empower Canadians' health.

The following collection of stories highlights the many ways our passionate, creative, and talented teams shape every aspect of our services around our customers' perspective.





Advancing Early Detection and Care for Canadians

As a trusted leader and healthcare partner, LifeLabs proactively develops solutions to address emerging health concerns, empowering customers across Canada with actionable insights.

In 2024, LifeLabs launched a new portfolio of tests designed to transform diagnosis and intervention, helping clinicians and customers better manage Alzheimer's disease and other forms of dementia. These new blood tests are less invasive, less expensive and provide results more quickly than previously available tests. The tests also provide a more detailed and accurate diagnostic picture that includes the genetic risk factors for late-onset Alzheimer's, a blood biomarker to confirm an Alzheimer's diagnosis, and early indicators that the disease is present.

They're also part of LifeLabs' growing suite of Alzheimer's and dementia support services. LifeLabs collaborates with organizations such as MINT Memory Clinics, a non-profit dedicated to improving Alzheimer's care, to build healthcare

providers' awareness and adoption of these new diagnostic tools. With over 120 primary care sites across the country, MINT Memory Clinics will also adopt and integrate Alzheimer's blood biomarker testing into their own diagnostic and assessment processes.

LifeLabs also contributes to making dementia care more effective and accessible through partnerships with organizations such as the Alzheimer's Society of Ontario (ASO) to raise awareness about the disease and the importance of early intervention, testing, and access to appropriate treatments.

These innovations and partnerships are advancing effective Alzheimer's and dementia treatment – helping Canadians and their families gain hope with a new understanding of these diseases, and how to navigate them.

Small Gestures, Big Impacts

Behind every test is a human being who deserves to be treated with compassion, patience, and kindness.

While every LifeLabs team member plays a role in making that happen, those who work on the frontline see and feel this reality in a personal way. And when a frontline team receives a heartfelt message from a customer, it's a powerful affirmation of why customer-first care matters.

This was the case when a customer had lunch delivered to the team at an Ontario Patient Service Centre in appreciation for the warm, professional, and excellent care she had received. There was also the review that a Patient Service Centre in Burnaby received from a woman who brought her 90-year-old mother in for blood work. The mother, who has dementia, struggles with waiting rooms and blood tests. The staff at the Burnaby Patient Service Centre brought her in quickly and helped her ease her anxiety. The customer's daughter wrote to express her gratitude for their kindness which "resulted in minimal distress to my mom."

Often, customers who have difficulty with blood tests will come to develop deep trust with a particular phlebotomist and will ask for them by name. One little girl in Northern Ontario, who has a rare condition that requires frequent blood draws, was grateful to find LifeLabs technician Kristina Simms, who has a special knack for working with children. They developed a relationship that has persisted over several years and the child now calls Kristina her "hero." The girl's mother wrote to the Patient Service Centre to say that: "Kristina made my daughter laugh and feel special and not scared. We decided to never take her to anyone else again." For Kristina and other frontline team members, these experiences are "proof that what we do means something." As Kristina says, "Sometimes we can make a difference in [customers'] lives, but they can also make a difference in ours."



Empowering Canadians with Leading-Edge Research

LifeLabs is recognized as a global leader in diagnostics, thanks to its multidisciplinary expertise, technology adoption, and sophisticated data analytics.

This leadership was on full display when several members of LifeLabs' Chemistry Medical Scientific Team presented to academic, industry and clinical colleagues from around the world at the 2025 Association for Diagnostics and Laboratory Medicine (ADLM) Conference in Chicago. Our scientists are the forefront of innovative customer care at LifeLabs. At the same time, they advance diagnostic science through their contributions to professional associations and research publications, and through teaching appointments at Canada's most distinguished academic institutions.

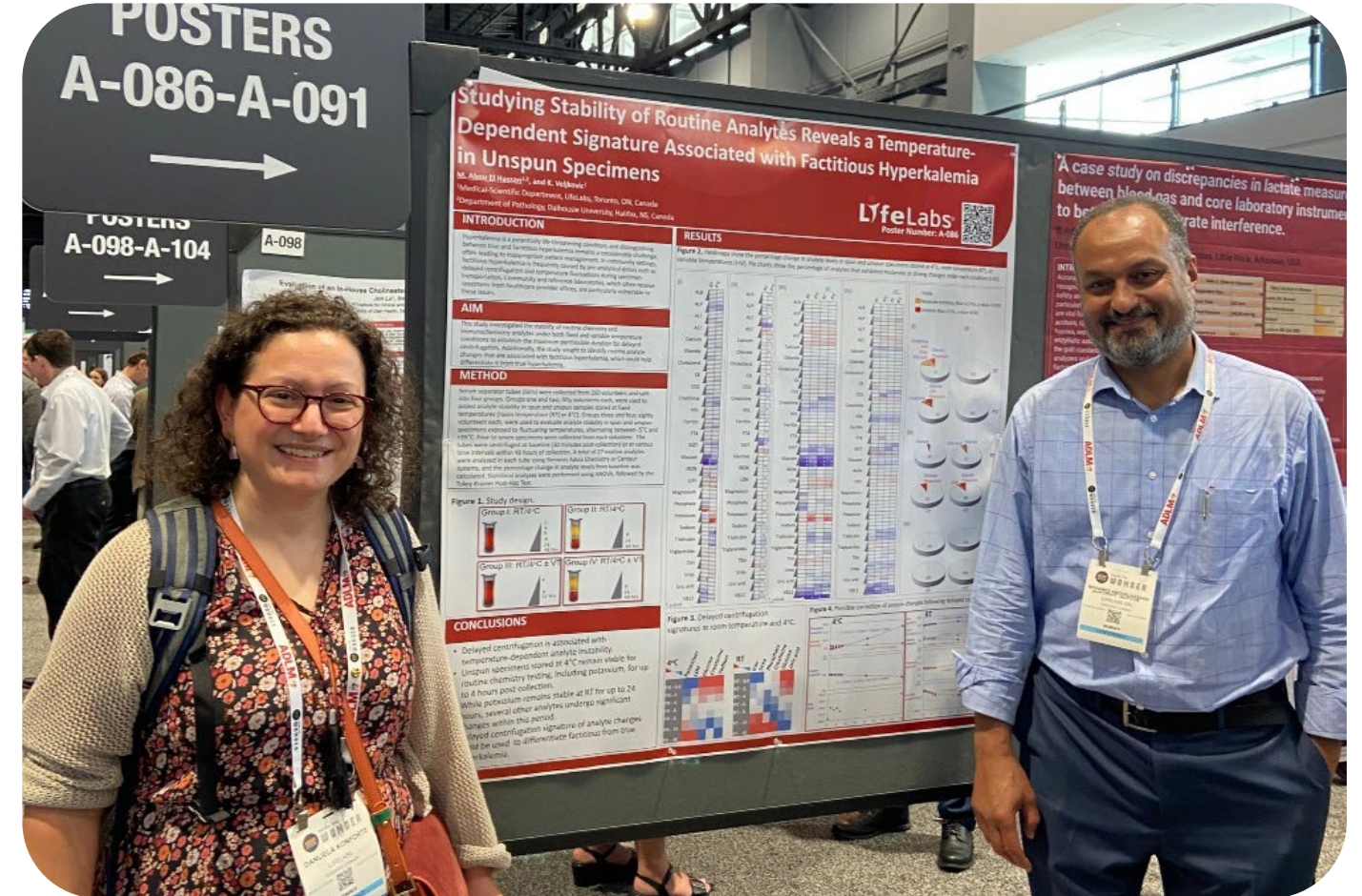
At the ADLM Conference, LifeLabs' scientists showcased a variety of collaborative research projects. Clinical Biochemist Dr. Danijela Konforte, PhD, FCACB, and Laboratory Scientist Dr. Difei Sun, PhD, PMP, presented *"Laboratory Process Tracker (LPT): a tool for real-time tracking of samples, instruments, and workflow steps used in clinical mass spectrometry testing."* Using barcodes, LPT monitors each sample, instrument, and step, quickly spotting errors so they can be fixed immediately. Since 2022, it has helped the lab efficiently manage hundreds of test batches monthly, saving time and ensuring accurate results for customers.

Innovation was also on display when Clinical Biochemist Dr. Kika Veljkovic presented:

"Studying Stability of Routine Analytes Reveals a Temperature-Dependent Signature Associated with Factitious Hyperkalemia in Unspun Specimens."

This study found that Hyperkalemia, or high potassium, can be life-threatening; however, test results may sometimes show falsely high levels. As part of her work, Dr. Veljkovic, who also teaches at McMaster University, identified lab changes that reliably flag false high potassium, helping doctors make more accurate diagnoses and ensuring customers get the right care.

Essential research to improve processes was also on display when Clinical Biochemist Dr. Terence Agbor, BMLS, M.Sc., PhD, FCACB, presented: *"Stability of urine in the BD Vacutainer® Plus Conical Urinalysis Preservative Tubes for Chemical and Microscopic Urinalysis."* Dr. Agbor, an active member of the Canadian Society of Clinical Chemists, found that urine samples for routine urinalysis stay accurate for up to 48 hours when stored in a particular brand of preservative tubes. Most test results – including glucose, protein, and cell counts – remained stable, making it easier to transport samples to centralized labs without affecting customer care. Only appearance and crystal type showed minor changes, confirming these tubes reliably preserve urine for safe and timely testing.



Moving beyond the lab and into education, Clinical Biochemist Dr. Meshach Asare-Werehene presented three studies resulting from the University of Toronto Clinical Biochemistry Fellowship, including: *"Evaluating a Patient-Centered Education Initiative in Preventing Pre-analytical Errors and Improving Patient Satisfaction in Clinical Diagnostic Laboratories."* In this study, Dr. Asare-Werehene, who teaches at the University of Ottawa, showed that clear customer education can save lives – and

lab results. He demonstrated that simple, easy-to-follow materials significantly increased understanding of biotin interference from 45 to 87 per cent, helping to prevent errors, improve care, and keep customers informed and empowered.

Through these and many other studies, our scientists create innovation and advance diagnostics in Canada while placing LifeLabs at the cutting edge of global diagnostic trends.



Not Just a Test: Point of Care Testing Transforms Long-Term Care

Since 2024, LifeLabs has been partnering with the Ministry of Long-Term Care to bring Point of Care Testing to long-term care homes in Ontario – directly where residents live.

Point of Care Testing (POCT) provides sample collection, test analysis, and fast results right on site to detect COVID-19, Flu and RSV, assess heart attacks and failures, and run basic metabolic and urinalysis panels.

Residents have samples taken immediately without having to wait for a mobile visit or travel to a healthcare provider. Results are available faster, so clinicians and staff can make timely decisions with confidence to treat customers. Where infectious diseases are concerned, this solution also supports customers' social and emotional well-being. Results are obtained quickly and, if negative, customers do not have to spend unnecessary time isolated from loved ones and out of their normal routine.

The program began with a pilot involving more than 800 residents in six communities. The results of the pilot speak volumes. Point of Care Testing is empowering Canadians in long-term care homes with fewer emergency transfers, faster and more reliable results for healthcare providers, and earlier treatment, leading to better customer outcomes. Based on this success, the Ontario government has committed to expanding the program.

Point of Care Testing in long-term care shows what's possible when LifeLabs teams, government and industry come together to find innovative solutions that empower healthier Canadians.

Improving Equity in the Treatment of Iron Deficiency

Medical science continually expands our understanding and treatment of disease.

At LifeLabs, we continuously search for opportunities to innovate testing methods, especially for health issues that can have a significant long-term impact on millions of Canadians.

Recently, LifeLabs implemented new clinical decision limits for ferritin in line with leading-edge best practices. Ferritin screening is used to detect iron deficiency, which is the most common micronutrient deficiency and the number one cause of anemia worldwide. While debilitating, anemia is treatable and its impact can be minimized through early testing and treatment. The new guidelines allow for a diagnosis of iron deficiency to be made at a higher level of ferritin than previously. This is based on clinical observations worldwide which indicate that often women and children may suffer the clinical symptoms of iron deficiency even

though their ferritin levels are high enough to fall within the previous guidelines.

"This change in ferritin testing is a game-changer for equitable care," said Dr. Catherine Ross, Vice President of Medical and Quality Affairs at LifeLabs. "For women and children, it means symptoms won't be overlooked, and treatment can start sooner, leading to a higher quality of life for millions."

The guidelines also align with those suggested by the Ontario Medical Laboratory Association and the Raise the Bar campaign. LifeLabs partnered with Raise the Bar to raise awareness of the high prevalence of iron deficiency, particularly in women, and to improve the diagnosis and treatment of this correctable disorder.



Putting Diagnostic Power in the Hands of Canadians with At-Home Test Collection

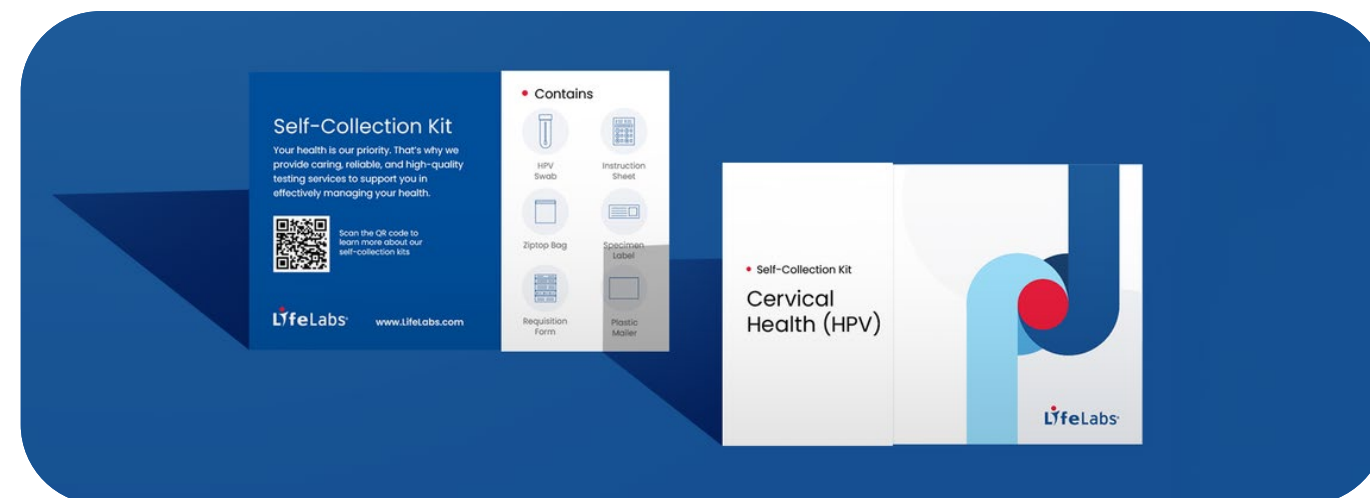
LifeLabs' at-home health test collection program is designed to meet customers' needs for quick, accessible, and convenient support to proactively monitor common health concerns.

Self-collection kits allow customers to collect samples in the comfort and privacy of their own homes and send the samples to LifeLabs by mail, making these services easily accessible for customers in remote and rural areas. Results are available online to support discussions with healthcare providers about next steps.

In 2025, LifeLabs continued to expand this program with the development and launch of new at-home collection kits for HPV, blood sugar, and Vitamin D testing. LifeLabs' Vitamin D Health (25-Hydroxy) Kit allows customers to monitor Vitamin D levels quickly and conveniently, to check for a potential deficiency that can lead to bone disease and other issues. A simple finger prick is all it takes to capture a blood sample. The Diabetes Health (HbA1c) Kit supports customers in assessing their risk for type 2 diabetes, a common but

preventable disease, and proactively take steps to reduce the risk through diet, exercise and other interventions as recommended by their healthcare provider.

Following the development of the Cervical Health (HPV) Kit in 2024, LifeLabs had the opportunity to partner with the Ontario Cervical Screening Program, a province-wide screening program for the HPV virus, which can cause cervical cancer. As part of an initial pilot, LifeLabs made the kits available to select healthcare providers, allowing customers to collect their sample privately in the healthcare setting. Following initial success and positive feedback from our partners, the program is now expected to expand to all healthcare providers covered under the Ontario Health Insurance Plan. As the program grows, we look forward to sending kits directly to customers at home.



Partnering with CAN Health Network to Bring More Personalized Care to Canadians

LifeLabs continually seeks out cutting edge technology to improve customer care, access, and convenience.

We operate Canada's largest customer portal, providing over ten million Canadians with access to their test results. Now, an exciting new partnership with the Coordinated Accessible National (CAN) Health Network is poised to further sharpen LifeLabs' technological edge. CAN Health Network brings together leading healthcare operators from across the country to identify their biggest challenges and match them with Canadian-made technology solutions. The network's commitment to improving the health of Canadians makes it a perfect fit for LifeLabs.

"This is a powerful partnership that not only benefits customers but also supports the growth of Canadian tech companies and helps to strengthen

our economy," Charles Brown, LifeLabs President and CEO, says.

Thanks to the CAN Health Network's community of high-tech innovators, LifeLabs has already begun integrating advanced technology into its operations to make testing even more efficient and provide more options for personalized care. LifeLabs continues to explore new technologies through this partnership and was a proud sponsor of the CAN Health Network conference in 2025, which brought together leading Canadian innovators in the healthcare space to explore the theme, "When we invest in our own, we don't just compete; we lead!"

Our people reflect the best of Canada; driven by a shared belief in equitable access to quality healthcare.

Across the country, our 6,500 team members work together to deliver more than 150 million lab tests each year, each representing a person, a family, and a future. Their expertise and empathy turn data into answers and results into reassurance, empowering Canadians to take charge of their health.

Our People showcases the stories of dedicated, talented individuals who bring our purpose of empowering healthier Canadians to life, every day.





LONDON SPECIMEN MANAGEMENT TEAM

Finding Novel Approaches to Put Customers First

Behind every sample is a life – a mother, father, sister, brother, or friend – depending on LifeLabs for answers.

It's this mindset that drives our team to constantly make our customers' experience more convenient, more empowering, and more responsive. Whether we are opening a new Patient Services Centre, adopting innovative technology, or adding new kits to our at-home testing program, every step we take is designed from the customer's perspective.

When an urgent or unusual situation arises, our teams leap into action, willing to go above and

beyond to meet the customer's needs. This was the case when a transplant patient needed pre-operative testing on an emergency basis. Lab Assistant Andrea Heaton, who works with the LifeLabs' Specimen Management Team in London, Ontario, received a call from another diagnostic services provider saying that an important test had been omitted from the customer's pre-surgical work-up. The customer was scheduled for life-saving surgery six days later, but the operation could not proceed without the test results. The other service provider was unable to complete the test within this short time frame. Could LifeLabs help?

Andrea gathered her colleagues together, and they quickly made a plan to expedite the process, which would normally take more than a week. They organized a quick and convenient sample collection in the customer's home city. Having received and processed the sample on a priority basis, they used rush transport to ensure that London Health Sciences got what they needed in time. Thanks to their prompt action, the surgery was able to go ahead as scheduled and was successful.

Andrea's team received a heartfelt thank you from the customer and her care team, who deeply appreciated the quick thinking, responsiveness, and collaboration that helped ensure a positive outcome.

"We rarely get to see or hear the end of the customer stories we're part of," Andrea says.

"We fix issues, support customers, and do our jobs with our hearts and souls. But to hear this feedback – it reminds me why I love this job so much."

CLAIRE MURRAY

How One Moment Shaped a 19-Year Career

For Claire Murray, Director of Strategic Initiatives, empowering Canadians means never forgetting the faces behind every sample.

Nineteen years ago, as a Lab Patient Technician, Claire was helping a young girl who had never had bloodwork before but was starting a healthcare journey with a serious illness. Claire led with skill and compassion to collect the specimens. However, as she was picking up the tubes, the customer's mom had an important message for Claire.

"She quietly bowed her head and said, 'Please let the people who touch these tubes know how important they are to us.' The crowded Patient Service Centre got very still for me," shared Claire.



"The mother did not ask for the results to be good – she asked us to remember the importance of our work and how it affects all of those who come to us."

"This was a defining moment in my career. It has become my true north because I have had many different roles since that time, but always, I see how we all play a part in each customer's health journey," Claire continued.

Since that day, Claire has grown into a people leader who empowers those around her while managing LifeLabs' government growth portfolio. Alongside her team, she evaluates opportunities to expand LifeLabs services to communities across Ontario, helping to empower Canadians in their health journey.

For Claire, the impact of her work really hit home during her Canadian citizenship ceremony when the judge asked her what she does for a living.

"The judge stopped the lineup and started to tell me about the great service he's had at his neighbourhood Patient Service Centre, and how great our organization is. He wanted to know more about what it was like to work for LifeLabs and loved that I had been an employee for so many years," said Claire.

But no matter what she achieves, Claire will always be guided by the meaningful interaction with a little girl and her mom 19 years ago.

"Every single role at LifeLabs touches a sample and has someone attached to that sample asking for us to understand the importance of what we do. I was proud that day and have been proud of the work I do, that we all do, ever since," said Claire.

FARHANA DAMJI

Turning Frustration into Trust

Customer Support Agent Farhana Damji exemplifies care and kindness in every interaction.

On any given day, Farhana will receive approximately 120 calls from customers or healthcare providers who depend on her to answer their questions or help them find solutions. Healthcare providers rely on LifeLabs for 70 per cent of the diagnosis and treatment plans they develop, based on the results that we deliver every single day.



Farhana understands the importance of clarifying their questions and demonstrates agility and patience when handling these calls, upholding LifeLabs' value of a customer-centred approach to care.

"When you answer a call, you're not sure what is coming your way," said Farhana. "I take the time to listen to concerned callers who feel they have nowhere else to turn."

Often, Farhana is there to lend an ear, and throughout a single conversation, she builds trust by ensuring that the person on the other end understands they are the priority.

However, it's not always easy to build trust when you are working on resolving customer concerns.

Farhana recalls once receiving a call from an individual who was deeply frustrated. She took the time to listen and remained friendly and understanding while solving the issue. The result? The problem was solved, and the caller apologized.

Farhana and the customer support team are a vital link for LifeLabs, empowering thousands of Canadians in their health journey every single day. They're the calm, capable centre, ensuring that everything runs smoothly.

"When Canadians rely on LifeLabs, I am at the forefront representing our company and answering that call," said Farhana. "These daily experiences have helped me realize that everyone has challenges. It's our approach to handling challenges that makes a difference in the customer experience."



JOSEPH AKHRAS

Putting the Customer First, One Test at a Time

Joseph Akhras, a Senior Medical Lab Technologist in Ontario, embodies the dedication and commitment that LifeLabs' team members bring to empowering Canadians' health.

"We're talking about thousands of customers daily that rely on us to have their results," Joseph says.

"It's not just another shift – the results you are releasing could be crucial for the customer to get the right treatment at the right time."

He knows that every test taken is a step toward answers, reassurance, and a healthier future, and

that every team member plays a role in making that happen.

Joseph was new to Canada when he joined the organization. He heard about LifeLabs from a friend who already worked here and described it as "a very welcoming environment and a great place to grow my career." Joseph's own experience proved to be similar, as he gained experience in several different departments, working his way up to Senior Medical Lab Technologist. He fully embraces LifeLabs' team culture and commitment to customers. "It is a responsibility, but it's also so fulfilling," he says.

Joseph, who works night shifts, says that remembering the customer behind the test makes it "so much easier to do your best." Another motivator is the commitment of LifeLabs' leadership. He notes that leaders make a point of visiting the night-shift team, even though this keeps the leaders at work well beyond their normal hours. Team members help each other stay resilient; they care about and support each other. "Every day I come to work, people are smiling. They're receptive and understanding," he says.

His care and commitment extends to the larger community. He volunteers as a youth mentor in his spare time and supports the lab's Social Committee which organizes charity runs, food drives, and donation collections. He appreciates that LifeLabs makes this possible and contributes matching donations. For Joseph, it's all part of a shared belief in helping and making the world a better place: "As a team, we focus on the positive – what we can accomplish together."



“Knowing that millions of customers get treated every year, I can really consider the scale of the good we do at Lifelabs and it makes me proud to tell others when they ask me what I do.

LUC ALARIE, SENIOR FINANCIAL ANALYST, LIFELABS



“What makes me proud is knowing that our work has a direct impact on the care people receive.

SOHEILA DEGHAN, POINT OF CARE COORDINATOR, LIFELABS

“LifeLabs' commitment to innovation, quality, and accessibility ensures that people across Canada, no matter their background or location, can receive the diagnostic care they need.

VICKY VU, LAB TECHNICIAN, LIFELABS





AMY POONI

The Power of Behind-the-Scenes Agility

While she may not directly interact with customers daily, Amy Pooni, Operations Enablement Manager, ensures Canadians can depend on critical diagnostic services.

Her agility helps sustain LifeLabs' commitment to consistently delivering answers and reassurance to the communities that we serve.

"Most people know us for blood tests, but they do not see the scale and complexity of the work behind the scenes. We process millions of samples every year, and every one of them represents a person waiting for answers about their health," said Amy.

"We're also deeply involved in public health initiatives such as cancer screening programs and supporting rural communities with access to diagnostics."

As Operations Enablement Manager, Amy makes sure the lab and the people behind it are always ready to deliver results Canadians can count on. When change comes, she leads the planning and preparation that supports LifeLabs in empowering healthier Canadians.

Through all the navigation and changes, Amy is an anchor for her colleagues as they navigate change. Her dedication and compassion ensure the team is prepared, regardless of the situation.

"Amy is always taking the initiative and going above and beyond to support our leaders and team members," said Amanda Watson, Senior Manager, New Services and Change Management. "Her calm, clear and concise approach is vital to a project's success, and we are grateful to have her as part of our team."

The ability to make an impact has driven Amy over the last 24 years with LifeLabs. Her career has grown from supporting LifeLabs as a Lab Assistant to a Supervisor at the LifeLabs Burnaby Metrotown Location, one of Canada's largest Patient Service Centres. The experience she has gained over the years has helped her understand and appreciate the importance of care and compassion when customers are at their most vulnerable.

She recalls how her role at Burnaby Metrotown allowed her to witness the impact of teamwork in action and equipped her with the necessary skills to assume her current responsibilities as Operations Enablement Manager.

"This journey taught me that every role, no matter how big or small, makes an impact. Whether you're drawing blood, solving logistics problems, or leading national initiatives, your work touches lives," said Amy.

From supporting customers to ensuring the availability of critical diagnostic services, Amy is proud of how her career has empowered healthier Canadians.

SANJAY ASHAR

Driven by Purpose to Excel

Sanjay Ashar, Medical Laboratory Technician at LifeLabs, is known around the lab for his collaborative spirit, dedication to high-quality service, and exceptional care.



In his role, Sanjay handles hundreds of specimens daily, performing diverse responsibilities to ensure timely and accurate results for customers, but through it all, one core idea remains his guiding light.

"One of my senior managers at LifeLabs once stated that every employee should consider each specimen as an individual customer and work accordingly to treat it with care," said Sanjay. "I am truly motivated by her viewpoint and strive to follow this principle in my work."

It's this mindset that fuels Sanjay's dedication. His focus and commitment ensure that every sample is handled with the care and precision it deserves.

"I feel a real sense of achievement," said Sanjay. "It's rewarding to realize that the work we do in the lab profoundly impacts lives, and that feeling of making a difference is what drives my passion for this role."

Sanjay is a dedicated LifeLabs team member who supports those around him, often assisting in training new team members on processes while balancing his responsibilities. His commitment, paired with the skill and care of countless behind-the-scenes team members, ensures Canadians receive timely, accurate results.

"Seeing how teamwork and dedication can positively impact customer care reminds me of the significant role we play in the healthcare system," shared Sanjay.



TAMARA WATKINS

Living Truth and Reconciliation Every Day

Area Supervisor Tamara Watkins is proud to say that she feels empowered to share her perspectives as an Indigenous woman at LifeLabs.

This includes having meaningful conversations with colleagues that inspire reflection and self-awareness.

"I take the opportunity to share a different perspective and a bit of my own story," said Tamara. "Being able to share a part of my own experience in a safe, supportive environment is refreshing and deeply healing. Simple acts – like showing patience, offering kindness, and taking the time to listen – can make a meaningful difference in helping someone feel safe, respected, and highlight our continued journey through reconciliation," she continued.

As part of her role as Supervisor for the Cowichan Valley region on Vancouver Island, Tamara and her team support many large Indigenous communities, and she spends her days visiting sites to ensure everything is running smoothly. She is thankful for her team's support and the incredible work they do, while demonstrating care, agility, and teamwork.

"The people I work with are ultimately what I love about my job," said Tamara. "I work with an incredible, hardworking team who are on the frontlines of customer care every day, and I also love the supportive management team I get to work with daily. Building strong relationships is my priority, and I do everything I can to create a positive, inclusive environment where everyone feels they belong.

"I also take great pride in representing my Indigenous identity at LifeLabs. For a long time, acknowledging my identity felt uncomfortable because of the stigma attached. That stigma still exists today, but it is improving as more of us feel empowered to share our stories and take pride in ourselves. Over time, I have found strength in reclaiming and celebrating who I am."

As Tamara reflects on her role at LifeLabs, she is proud of her accomplishments and ability to move the needle forward on creating equity, diversity, and inclusion.

"My goal is to make a meaningful difference, not just within our labs and business, but in the broader healthcare space – especially regarding equity and inclusivity," said Tamara. "By being able to serve Indigenous customers in my team's region and contribute to making healthcare more inclusive and culturally safe, I see an opportunity to honour my own journey and stand in solidarity with the communities we serve.

"It's also about carrying forward our people's resilience, values, and stories, while helping to create environments where others feel seen, heard, and respected. It's about healing, empowerment, and creating space – for myself, others, and future generations – to feel proud of who we are."

By taking initiative, Tamara continues to help shape a more inclusive, culturally safe future at LifeLabs – one where every voice has the space to be heard and celebrated.

At LifeLabs we live, work, and believe in Canadian communities.

Every day, we invest in places and initiatives that make a difference for Canadians across the country. From building local capacity and supporting health initiatives to celebrating diversity and forging partnerships that expand access to care – we know our communities are strongest when we act together.

In Our Communities, we share stories about the power of partnership and the incredible impact that comes from simply caring for each other.





Green Innovation; Healthier Communities

Our deep commitment to Canadians' health extends beyond the lab, with environmental sustainability at the heart of everything that we do.

As one of the first healthcare organizations in Canada to adopt green practices, we continue to lead the way in sustainability. We are the only company in Canada and the only laboratory in North America to be recognized by Practice Greenhealth, a leading organization that promotes sustainable healthcare. LifeLabs' green initiatives are supported by the Sustainability Squad, a group of team members from across all departments and provinces who track sustainability trends and bring new, fresh ideas to life on behalf of their colleagues.

This year LifeLabs' Sustainability Program reached another milestone. Through ongoing, in-depth monitoring of our environmental footprint, we identified electric vehicles as having the greatest potential to reduce our carbon emissions across the organization. In Fall 2024, we launched a multi-year initiative to replace gas-powered vehicles with electric in our mobile services and courier fleets. As EV battery technology continues to progress rapidly, electric vehicles will remain a strong driver of our energy sustainability efforts.

LifeLabs also collaborates with other organizations to find innovative ways to protect the environment. Now in its eighth year, our Sustainable Procurement Program requires vendors to disclose social and environmental practices, enabling us to identify and address any issues. In 2024, we collaborated with Stericycle, whose trucks pick up biohazardous waste at our Patient Service Centres, to reduce the number of pick-ups leading to a significant reduction in their fuel consumption and emissions. By consolidating waste pick-ups at fewer sites, we were able to eliminate more than 6,500 pick-ups annually, eliminating 53,000 kilometres of travel. In British Columbia, we repurpose the cold packs our suppliers use to ship laboratory supplies. About 10 per cent of them are reused here at LifeLabs, and the rest – 300 a week – are donated to Spud.ca, for use in grocery shipping. This program diverts more than 11 tons of waste from the landfill every year.

The success of these and other initiatives demonstrates the impact we can create when we bring innovation, caring and teamwork together and inspires us to continue our quest to ultimately reach zero impact.



LifeLabs Partners with CTS Canadian Career College to Develop Healthcare Talent in Northern Ontario

At LifeLabs, we believe we are part of – and in partnership with – our communities.

Investing in education is an investment in our communities and it is essential in northern communities that are experiencing a shortage of healthcare professionals.

In Northern Ontario, we partnered with CTS Canadian Career College to provide placement opportunities to students in the Medical Laboratory Technician program. Placement students receive mentoring and hands-on experience to help equip them for positions in their communities. We're delighted to have received the distinguished 'Preceptor Award' at the CTS Canadian Career

College convocation ceremony in 2024, honouring our significant contribution to building local talent. This program also helps us achieve our commitment to ensuring that over 95 percent of Northern Ontario residents are within 30 minutes of a lab access point. Sarina D'Alessandro, Client Services Supervisor, and Nicole Pulkkinen, Lab Patient Technician and trainer, accepted the award on behalf of LifeLabs. "It's a privilege to work alongside new students," shared Nicole. "Their determination, curiosity and willingness to challenge themselves inspires me every day."

LifeLabs Fosters Hope, Help, and Community for Young Canadians

In May, Kids' Help Phone's 'Walk So Kids Can Talk' fundraiser urged Canadians to join the walk, either in person or virtually, to raise support for Kids Help Phone's mission of providing free, bilingual, confidential and around-the-clock e-mental health services to young Canadians.

The LifeLabs team hit the pavement and showed our support for youth e-mental health services – raising and donating more than \$114,000 as the largest single donor for the event.

Since 1989, Kids Help Phone has been a trusted lifeline for young people across the country, removing barriers for youth seeking support with their mental health and wellbeing, and providing counselling, crisis response, and access to a wide range of resources and tools.

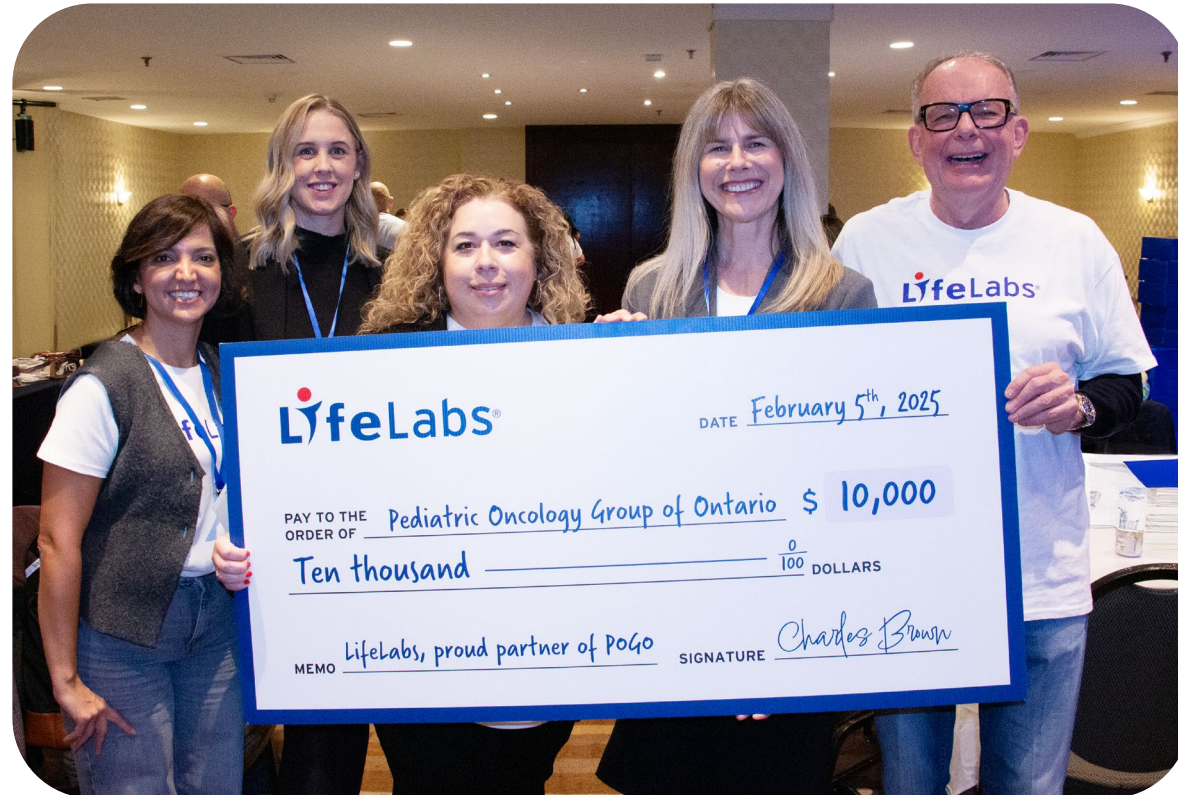
LifeLabs' spirit of support for Kids Help Phone ignited with our President and CEO, Charles Brown. Charles is a long-term donor, volunteer and advocate with Kids Help Phone, having dedicated countless hours to support the launch of Kids Help Phone's transformative multi-modal platform delivery system to enhance access for Canadian youth. His dedication to their mission is known to all who work with Charles, and his advocacy and passion brought awareness to Kids Help Phone's mission among our team and inspired the LifeLabs community to champion this worthy cause.

Kids Help Phone's sense of purpose and compassion is shared by our team. Our employees work every day to empower healthier Canadians by improving access to high-quality health services,

and our team's support of Kids Help Phone reflects our shared commitment to community health and improving access to care. In addition to LifeLabs' donation, it was the generosity of our team members across the country that made our contribution possible.

"Kids Help Phone provides a critical lifeline for young people across Canada," said Charles Brown, President and CEO of LifeLabs. "I'm incredibly proud of the impact we've made together through this fundraiser, ensuring Canadian youth have access to the support they need, when they need it most. For countless young people navigating difficult moments or challenges, Kids Help Phone is there to offer connection, comfort, and guidance, often as the first point of contact for mental healthcare."

Our team's contribution was also made possible through LifeLabs' Employee Giving Program, which matches employees' fundraising and volunteer efforts in support of causes close to their hearts. Thanks to the guidance of a leader who believes in making a difference, as well as the commitment and generosity of our team, we are proud to help make a meaningful difference in the lives of young Canadians.



Delivering Comfort and Care to Ontario Children with Cancer

This year, our organization was particularly proud to strengthen our partnership with the Pediatric Oncology Group of Ontario (POGO), in support of Canadian children with cancer.

The Pediatric Oncology Group of Ontario (POGO) is the official fundraising partner of the Pediatric Oncology Program at hospitals across Ontario. POGO supports children with cancer and their families by providing financial assistance, education, and resources to help improve quality of life.

As part of this collaboration, LifeLabs donated \$10,000, and brought together our senior leadership team to create care packages for children supported by POGO at their Satellite Clinics in community hospitals in Ontario.

“At POGO, we know there is nothing more devastating for a family than a childhood cancer diagnosis,” said Shannon Caskey, Chief Development Officer and Director of Communications at POGO. “While they adjust to their new reality, acts of kindness can provide much-needed comfort during an incredibly difficult time. LifeLabs continued commitment to children with cancer, survivors, and their families is commendable, and we’re grateful for their partnership that helps ensure children receive the best care and support for the best possible outcomes.”



As a trusted healthcare provider, LifeLabs understands the importance of supporting the communities it serves. Our company is committed to making a positive impact and continues to work alongside POGO to improve the lives of Canadians and foster stronger community partnerships.

“LifeLabs and POGO share a rich history of collaboration, driven by our mutual goals of fostering a sense of community and improving lives,” said Charles Brown, President and CEO at LifeLabs. “This donation is just the latest example of our commitment to supporting initiatives that make a tangible difference in the lives of those who need it most. By continuing to support POGO’s important work, we are reinforcing our dedication to giving back and building stronger, healthier communities.”

LifeLabs’ partnership with POGO started in 2017 and has made significant contributions towards POGO initiatives, underscoring their ongoing commitment to making a meaningful impact.

Through initiatives like this, LifeLabs continues to demonstrate its dedication to supporting those in need and spreading hope and positivity.

Standing with Communities Across Canada Affected by Wildfires

In the last couple of years, wildfire seasons have left a lasting mark on communities across Canada.

Canadians across Alberta, Manitoba, Ontario, and Saskatchewan faced uncertainty, loss, and disruption as fires spread through their regions. As we reflect on these challenging times, we continue to hold deep gratitude for the first responders and emergency crews whose tireless and courageous efforts helped safeguard our communities.

Throughout the season, the safety and well-being of our customers, employees, and communities guided every decision we made.

“We understand that during times like these, communities come together to support one another. LifeLabs stands alongside communities across



Canada,” said Charles Brown, President and CEO of LifeLabs. “I want to express my heartfelt appreciation to all our staff who continued to provide compassionate care and support to customers. We remain committed to providing essential services that are reliable and accessible, while supporting Canadians with care, compassion, and a shared sense of purpose.”

To support the communities affected, LifeLabs contributed \$15,000 toward wildfire relief efforts. We also made contributions of \$5,000 each to the Canadian Red Cross and the Central Urban Métis Federation Inc. (CUMFI), an Indigenous-led organization that supports Métis and Indigenous communities impacted by the wildfires. CUMFI plays a vital role in Saskatchewan, offering housing support and culturally responsive care to First Nations and Métis people.

These contributions reflect LifeLabs’ continued commitment to advancing reconciliation and supporting Indigenous communities through meaningful partnerships and responsive action. They also represent our collective effort to stand with those affected by wildfires across Canada.

These times serve as a powerful reminder of the importance of compassion, solidarity, and community – and we remain committed to supporting Canadians with care and purpose, no matter what challenges arise.



Supporting a Place to Call Home for the Filipino Community

In April 2025, a senseless act of violence occurred at the Lapu Lapu Festival in Vancouver, British Columbia.

This tragedy deeply hurt the Filipino community, and its impact resonated across the country. In the face of this heartbreak, we were reminded of the enduring strength, compassion, and unity of the Filipino community, including so many valued members of our own LifeLabs team.

In honour of this strength, and as part of our broader commitment to empowering communities across Canada, LifeLabs donated \$10,000 to the Mabuhay House Society, a registered non-profit working to develop British Columbia’s first provincial Filipino cultural centre. This centre will be a place of inclusive, intergenerational, and intercultural belonging, where Filipino Canadians can celebrate their heritage, build connections, and preserve a legacy of culture and community.

This gift was made possible by the leadership and engagement of LifeLabs’ Multicultural Employee Resource Group (MERG). LifeLabs’ Employee Resource Groups actively represent several equity-deserving demographic groups within LifeLabs, and lend their skills, expertise and lived experiences to creating opportunities that enable community building, education, and development.

By leading with care, compassion and dedication, LifeLabs’ MERG members brought awareness to Mabuhay House Society’s mission and encouraged their fellow LifeLabs team members to contribute to the cause.

The donation was presented in Vancouver by LifeLabs President and CEO Charles Brown, who shared: “The Filipino community continues to inspire us through its resilience and generosity. We are honoured to support the Mabuhay House Society and to stand beside those who are building spaces where identity, culture and connection can thrive.”

This commitment was also a gesture of solidarity toward our Filipino team members, recognizing their impact in building connection and care in the communities we serve.



LifeLabs Takes Action Toward Truth and Reconciliation

At LifeLabs, we recognize that Indigenous communities within Canada have long faced systematic injustices, including inequitable access to healthcare, and we are committed to doing our part to address these harms.

For the fourth consecutive year, we observed the National Day for Truth and Reconciliation, reaffirming our commitment to Indigenous communities across Canada. Reconciliation is an ongoing journey, not a single day, and we are proud to highlight how our team embodies this commitment within their work.

We work with rural and remote First Nations communities to develop innovative solutions for transportation and recruitment. Over the past three decades, our mobile and logistics teams have helped connect hundreds of remote communities, including 200 Indigenous communities, to essential health services. One of the most remote nursing stations we support is in Fort Severn First Nations in Ontario, 853 km north of Thunder Bay. LifeLabs receives samples from Fort Severn via a daily flight to Thunder Bay, where our dedicated team prepares them for testing at our labs in Thunder Bay and Toronto.

In British Columbia, LifeLabs is engaged in a multi-year collaboration with the Stellat'en First

Nation and several other partners to develop drone programs for transporting test samples and medical supplies to remote Indigenous communities. "As a Native community, we're at the forefront of this technology," Chief Robert Michell of Stellat'en First Nation says.

Recognizing that cultural respect and sensitivity are central to equity, LifeLabs partners with Indigenous communities to provide services in ways that are culturally aligned. One such partnership is LifeLabs' mobile clinic located within the Kal'numet Primary Care Clinic in West Vancouver and operated by Squamish First Nations. Our presence within the clinic allows LifeLabs to provide services in a trusted space that is culturally-aligned for Indigenous customers.

Employment equity is also essential, and LifeLabs has committed to improving education opportunities for Indigenous Canadians. Through a partnership with Indspire, a national Indigenous charity, LifeLabs provides \$10,000 in annual bursaries to Inuit, First Nations and Metis people seeking

post-secondary education in healthcare, science, and administration. Past winners have pursued careers as paramedics, x-ray, lab or radiation technicians, nurses, phlebotomists, kinesiologists, and researchers in health and biomedical sciences.

This bursary program helps talented individuals like Christina Tsuil-menak fulfill their dreams. Christina, a member of the St'uxwtéws (Bonaparte First Nation), part of the Shuswap Nation Tribal Council of the Secwépemc (Shuswap) people, won a bursary in 2024 to support her nursing studies. Her goal is to work in public health and challenge racism and inequity in the healthcare system. "I want to be a voice for those who can't speak up. With my skills and knowledge, I hope to make a difference, even if it's just with one person," she says.

Team members like Christina, who generously share their experience and perspective, are making a difference within LifeLabs as we collectively strive for greater awareness, sensitivity, and equity.



Employee Resource Groups Keep Our Teams Stronger Together

Diversity, equity, and inclusion programming at LifeLabs is founded on the principles of respect, willingness to honestly confront bias, and a commitment to continuous learning.

These principles are deeply rooted in our caring and community-focused culture and embedded in every aspect of management and operations. They are brought to life by the employee resource groups (ERGs), who promote inclusion through events that raise awareness and celebrate our identities.

Our commitment to our community is demonstrated by our support of the Pride ERG. LifeLabs continues to strengthen our involvement in 2SLGBTQ+ celebrations nationwide. Highlights this year included participating in the vibrant Saskatoon Pride Parade and the Toronto Pride Street Fair in the heart of Toronto's Church-Wellesley Village. LifeLabs also sponsored Pride festivals in Burnaby, British Columbia; Kamloops, British Columbia; and London, Ontario. Logistics Manager Laura Loaiza, who attended the Toronto event, expressed the sentiment of many employees:

"It brought me immense joy and pride to know that the company I work for supports and partners with the biggest 2SLGBTQ+ organizations in the country."

Building on this commitment to inclusion, the Women of LifeLabs (WOL) ERG hosted a lively panel discussion in honour of International



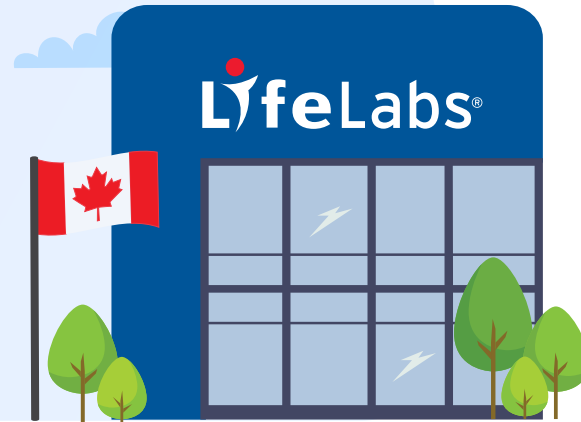
Women's Day and Gender Equality Month in 2024, organized a lunch-and-learn webinar on women's health and played a pivotal role in coordinating LifeLabs' sponsorship of the Women for Women's Health Gala hosted by Women's College Hospital Foundation. AJ Francis, a WOL member, said the gala event "reaffirmed our commitment to championing women's health and empowerment, both within our organization and in society at large." LifeLabs also proudly sponsored the 2024 YWCA Women of Distinction Awards Gala, celebrating women's leadership of positive change.

Similarly, the Multicultural ERG focuses on supporting employee-led events to raise awareness of diverse cultures and celebrate important holidays. In 2024, LifeLabs supported 15 team events, including celebrations of Diwali and Eid ul-Adha. Naila Arain, a Hematology Supervisor who helped to organize the Eid celebration says: "It's events like these that make our workplace feel more like a community, where everyone's traditions and cultures are respected and celebrated."

Through all of our ERGs, LifeLabs' people demonstrate how our commitment to customers and team members goes beyond the lab and focuses on creating environments where everyone feels safe, welcome, and respected.

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**PATIENT SERVICE
CENTRES IN
COMMUNITIES
ACROSS CANADA**



\$100 Million+

**INVESTED IN HEALTHCARE INNOVATIONS
TO BETTER SERVE OUR CUSTOMERS**



6,500

**CARING
CANADIANS
EMPOWERING
HEALTHIER
CANADIANS**



22.3
Million

**VISITS TO OUR
PATIENT SERVICE
CENTRES EVERY
YEAR; OVER 89.3K
VISITS EVERY DAY**



LifeLabs®

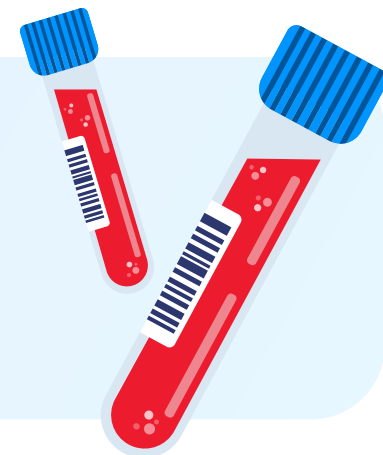


13

**LABORATORIES
OPERATING NATIONALLY**

143 Million

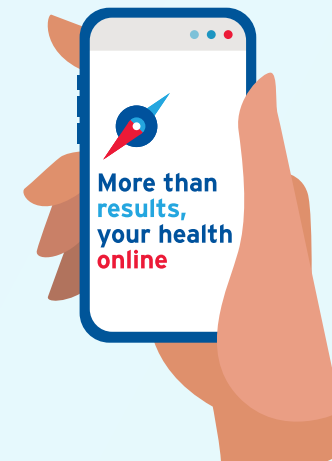
**TESTS PERFORMED
EVERY YEAR**



10.1 Million

**USERS REGISTERED
ON OUR MYCARECOMPASS
ONLINE CUSTOMER PORTAL**

*My*Care**Compass**



100%

**OF OUR TEAM IS PROUD TO
LIVE AND WORK IN CANADA,
EMPOWERING FELLOW CANADIANS
TO LIVE HEALTHIER LIVES**



Recognizing our Dedication and Impact

Our team members have created an organization that is anchored in shared values, motivated by caring, and passionate about empowering healthier Canadians. We are proud to share the numerous prestigious awards we have received this year, recognizing our purpose-driven culture and unwavering commitment.



LifeLabs is Three-Time Winner of 'Most Trusted' Award by BrandSpark

Every day, LifeLabs teams bring compassion, expertise and commitment to customer care. The trust they earn has been recognized for the third time by Canadians, who voted LifeLabs the most trusted brand in diagnostic services in BrandSpark's annual national survey.

BRAND AND CUSTOMERS



LifeLabs Designated one of Canada's Best Employers for Company Culture by Forbes



LifeLabs' Communications Team Receives 3rd Gold Quill Award



LifeLabs Recognized for Strengthening Education in Northern Ontario



LifeLabs Designated one of Canada's Best Employers for Diversity for the 3rd Consecutive Year by Forbes



LifeLabs Recognized for Environmental Excellence for the 7th Consecutive Year by Practice Greenhealth



LifeLabs ranked #5 in the Top 100 Healthcare Technology Companies by the Healthcare Technology Report

LEADERSHIP EXCELLENCE



Charles Brown, President & CEO, honoured with King Charles III Coronation Medal



Charles Brown, President & CEO, named one of the Top 50 Healthcare Technology CEOs by The Healthcare Technology Report



Suset Silva, VP, Culture, Communications & Engagement, named one of the Top 50 Women Leaders in Healthcare Technology by the Healthcare Technology Report



Lawrence Mahan, SVP, Business & Consumer Markets, named one of the Top 25 Executives in Biotechnology by the Healthcare Technology Report



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