



January 1, 2021

Dear Residents, Families and Employees,

Like many of you, New Year's Eve was very different this year. As I quietly rang in the New Year with my wife at home, midnight brought both relief that this heartbreaking year is finally over, and cautious hope that 2021 will be a very different experience for everyone.

I'm not sure that a year has ever felt longer than 2020 has. It's no wonder many of us feel more reflective than celebratory. Eager to finally turn the page, but, thanks to the unforeseen challenges that this year brought, maybe a bit hesitant to feel our usual optimism at the dawning of a new one.

But reflection is important, and with it comes gratitude. As the CEO of a company dedicated to serving seniors, I am incredibly grateful for the tireless efforts of our employees throughout 2020. Across the country, our environmental service teams kept our buildings clean and sanitary; our recreation teams worked with residents 1:1 and helped them connect with loved ones over technology; our culinary teams kept the kitchens going, delivering tray service when people couldn't gather in the dining rooms; our administrative staff, supported by our communications team, kept families informed; our clinical team helped us understand and operationalize changing public health directives; and our strategic sourcing team scoured the earth for personal protective equipment so that we not only never ran out, but were able to fund the purchase of PPE for smaller not-for-profit homes that otherwise would have gone without.

Then there are our care teams – the personal support workers, social workers, nurses, doctors and directors of care on the front lines of the worst pandemic in living memory. With skill, devotion and compassion, they made such a meaningful difference to so many people facing the fear and consequences of COVID-19. People like Julie Streit, recreation manager and palliative care team lead at Forest Heights Long Term Care Home in Kitchener, Ontario. During wave one, Forest Heights had a serious outbreak which claimed the lives of 49 people. With visitors not allowed at end of life, Julie was there for each and every one of them, holding their hands and making sure they did not feel alone.

Julie's selfless heroism is one example of the way employees went above and beyond in 2020, during a situation none of us has seen before. Revera's homes and residences also benefitted from the incredible support and understanding from the families of residents. As the situation rapidly evolved in different communities, and particularly when a home went into outbreak,



visitation rules, guided by public health authorities, changed too. It has not been easy for families, and we've been heartened by the outpouring of support we've seen.

There are so many other groups for which I am grateful. The provincial and local public health authorities who guided the pandemic response. The community hospitals who pitched in. The organizations that donated iPads and other technologies to seniors to help them stay connected. The neighbours who rallied around homes to show just how much they matter to their community. And so many more groups and individuals whose acts of kindness helped our residents and employees get through this extraordinarily tough year.

All of this reflection on what we've been able to get through together in 2020 is what gives me greater hope that things will be brighter in 2021. There is a sense of shared purpose, of steeling our collective will to do everything we can to turn the tide on this pandemic. That, along with optimism about the impact of vaccines, makes the year ahead something that won't be easy, but is something to look forward to indeed.

Be well. Stay safe. Stay strong. Wear a mask.

Sincerely,

Thomas Wellner President & CEO, Revera Inc