

The Positive Pawprint

Sustainability
Report 2024



A year in review



80
Positive Pawprint and Hoofprint Partners

4
countries using Positive Pawprint Toolkit

9
Positive Pawprint webinars

18
colleagues from six countries qualified as Carbon Literate

People

38,000+
IVC Evidensia colleagues

260
graduate vets from nine countries welcomed into our international network

55
ethnic diversity scholarships funded

53%
of senior management roles held by women

1
neurodiversity toolkit for managers launched

266
charities across 10 countries supported by Local Community Grants Fund



Planet

Net-zero
target validated by the Science Based Targets initiative (SBTi)

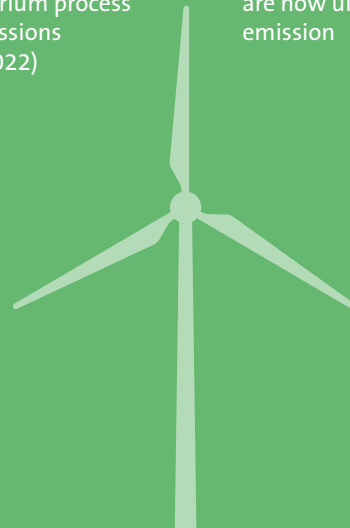
85%
Group electricity from renewable sources

12%
reduction in Scope 1 and 2 emissions (versus 2022 baseline)

1.5m
blister packs recycled by UK clinics (since April 2023)

25%
cut in Netherlands crematorium process fuel emissions (since 2022)

78%
vehicles in Finland are now ultra-low emission



Patients

10m
animals treated each year

5,389
animal lives saved using IVC Evidensia Care Fund

24/7
Non-Accidental Injury helpline open to entire UK profession

389
active clinical research projects being led by researchers in 12 countries

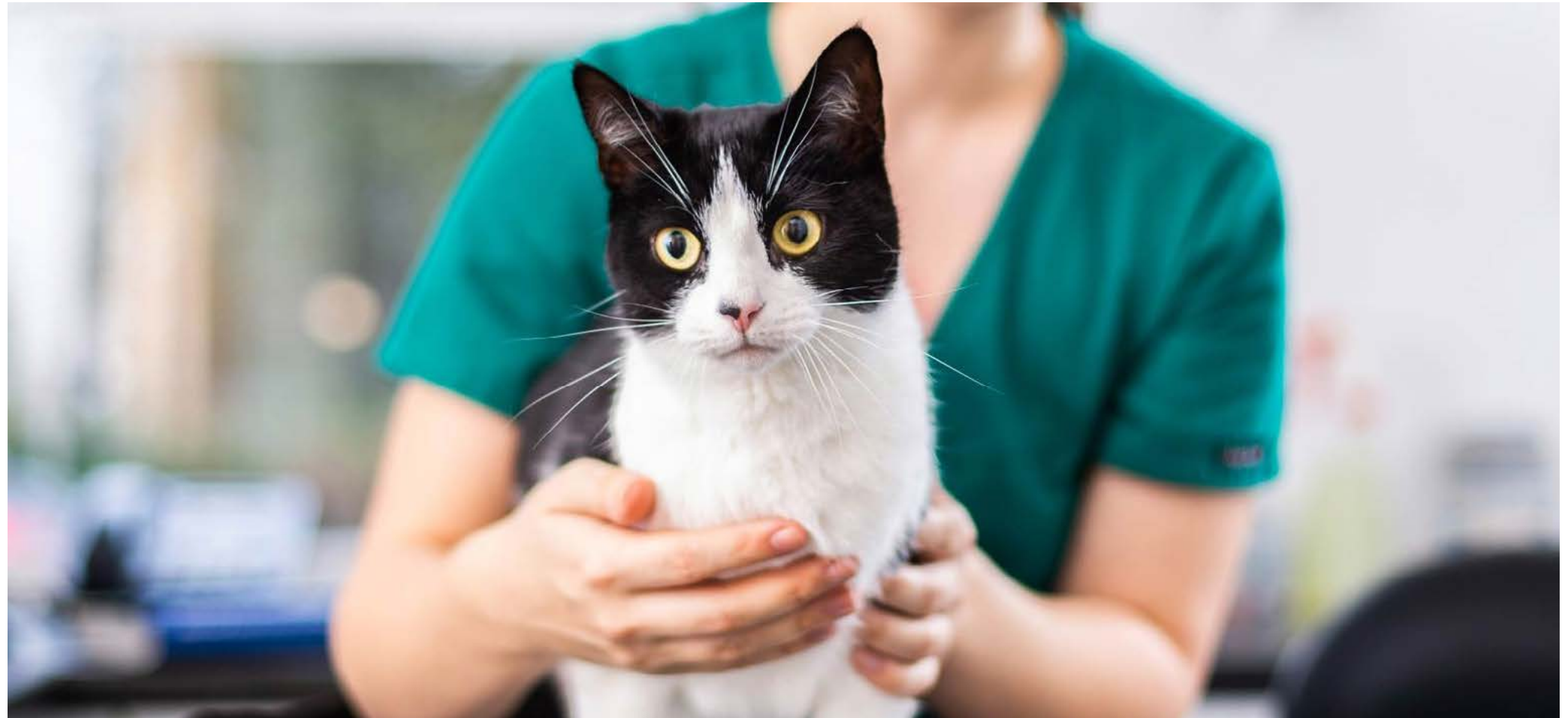
950,000+
members of pet health plans in the UK, Ireland and the Netherlands

75%
of clinics with Infection Prevention and Control Ambassadors in Scandinavia, Germany, Switzerland and the Netherlands



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About this report

This is our fourth Positive Pawprint Report, detailing our environmental, social and corporate governance (ESG) activities for the year 1 October 2023 to 30 September 2024. This report was published in January 2025.

Policies and standards

Details of sustainability policies and standards can be found at the start of each section of this report. Our full suite of policies is reviewed regularly and can also be viewed on our website at www.ivcevidensia.com/positivepawprint.

In this report, we reference the United Nations Sustainable Development Goals (SDGs) and Climate-related Financial Disclosures (CFD). Separate disclosures are available at www.ivcevidensia.com/positivepawprint.

Your feedback

We welcome your comments and feedback on this report at positivepawprint@ivcevidensia.com

CEO introduction

Across IVC Evidensia’s international network, our colleagues are united in delivering our purpose of **Healthy Animals, Happy Owners**. To achieve this, we work to keep three promises: our people promise to be a great place to work; our customer promise of world-class veterinary care, delivered locally; and our sustainability promise to be a force for good, embodied in our Positive Pawprint strategy.

This is our fourth annual update, reflecting how our Positive Pawprint strategy defines and guides our efforts aligned to our three key pillars of sustainability: **People, Planet** and **Patients**. I am delighted to report further progress as we continue to see increasing engagement with embedding sustainability principles across our international business.

We know how passionate our teams are about sustainability and we’re proud to see teams across four countries now actively using our Positive Pawprint Toolkits to help them implement proven to be impactful changes that improve sustainability at a local level.

I am delighted to report further progress against our targets as we continue to see increasing engagement with embedding sustainability principles across our international business

Caring for People

Our fantastic people are at the very heart of our business. We want them to enjoy the vital work they do, grow and flourish, and be able to be themselves. As part of this, we have continued to promote diversity and inclusion, launching a toolkit to support our managers to create a more neuro-inclusive culture, championing and financially supporting ethnic diversity through our UK scholarships and Canadian bursaries, and focusing on supporting greater diversity in senior management through the launch of an international diversity mentoring programme.

We are committed to investing in building the capabilities of our people, with our Academies continuing to offer leading learning and development to enable our veterinary teams to build their skills, and offer outstanding care to our animal patients. This year, we were delighted to welcome 260 graduate vets from nine countries into various programmes, and offer them the opportunity to further their clinical expertise, expand practical skills and be part of an international network of talented veterinary professionals.



Our clinic teams are central to their local communities, and I’m proud that we have been able to support 266 employee-nominated charities across 10 countries through our Local Community Grants.

Caring for Patients

Driving ever higher standards of care has always been core to IVC Evidensia and this year, we have made a step change with the launch of our Care Frameworks, designed to support our veterinary teams in delivering exceptional care at every stage of a patient’s journey.

We continue to put preventative healthcare at the heart of our clinical strategy, ensuring our patients receive the right species-specific care, at the right time, to support the early diagnosis of underlying health conditions and to ensure they are protected from preventable diseases. Over 900,000 animal owners now use our Pet Health Club and Pet Health Club Plus in the UK, as an affordable way to manage animals’ preventative healthcare needs. Through our work providing essential veterinary advice to animal charities at low cost, and through the provision of the Care Fund, we are able to support thousands of animal owners with the health and welfare of their animals. In the last year, our Care Fund again stepped in over 5,000 times to provide care when patients’ lives were in the balance.

Guided by One Health, our veterinary teams continue to play an important part in the fight against antimicrobial resistance, led by a growing number of both Infection Prevention Control and Antibiotic Stewardship Ambassadors, and further excellent progress by our Farm teams to reduce antibiotic use, working in close partnership with our farm clients. We will continue to use our influence to increase customer awareness of the issues through initiatives like the UK Antibiotic Amnesty, encouraging pet owners to work with us on this critical global issue.

Caring for the Planet

We are committed to playing our part in addressing the climate crisis and were pleased to have our net-zero target validated by the Science Based Targets initiative earlier this year. The implementation of our decarbonisation strategy is already well underway. A large-scale programme of energy-efficiency improvements is being rolled out across our estate through upgrades to lighting and heating systems in the UK and Ireland alone, as part of which we have changed almost 30,000 lightbulbs to LED. The programme will now continue into key European markets, delivering significant reductions in energy use and emissions.

We know that collaboration with our suppliers is absolutely key to achieving our net-zero ambitions and the impact of this has been most evident in our new white-label products, where sustainability has been core to product sourcing and design, producing material reductions in impact as a result. I am excited about the potential of these supplier partnerships for us and our customers, and what we can achieve by working together.

I am incredibly proud of our teams and their unwavering commitment to supporting our sustainability efforts, in line with our Positive Pawprint strategy. We have made good progress in setting the foundations for impactful change and delivering real improvement as we work to become not only the best veterinary group **in** the world, but also the best veterinary group **for** the world.

Simon Smith
Group Chief Executive Officer

About IVC Evidensia

At IVC Evidensia our vision is simple but ambitious: to be the best veterinary group in the world.

To make this vision a reality, we channel all our efforts into our purpose – Healthy Animals, Happy Owners.

We focus our time, resources and commitment on three, equally important, promises: our people promise to be a great place to work; our customer promise of world-class veterinary care, delivered locally; and our sustainability promise to be a force for good.

Living our values

It's not just what we do that matters, it's also how we do it. Our core values – We Care, We Dare, We Share – shape how we want everyone, our people, customers, suppliers, partners and the wider world, to experience IVC Evidensia. They serve as the foundation for our actions and decision-making, ensuring we stay true to our purpose.

Together, our purpose, promises and values inspire and unite us as we continue on our journey to become the world's best veterinary group.

The power of global scale

Since our founding in 2011, our network has grown rapidly to encompass more than 2,500 clinics, hospitals and out-of-hours centres, with a presence across 20 countries.

As the second-largest veterinary group in the world, and the largest in the UK and Europe, our scale and reach helps enable the ongoing significant investments to benefit our 38,000+ people, the animals they care for, our customers and the planet.

We are able to invest significantly in cutting-edge facilities, advanced systems and our people, in ways that have helped power the ongoing progress of the veterinary profession as it develops from essentially a cottage industry into a fully fledged sector, bringing improvements in patient care capabilities,

colleague experience, customer service and more, which benefits the whole profession.

For IVC Evidensia, this continued commitment is crucial to ensuring our people can sustainably deliver our purpose of Healthy Animals, Happy Owners for many years to come.

Investing in our people

We're committed to supporting the development and well-being of our people. Through skills development and career growth opportunities, flexible working practices and ongoing well-being initiatives, we're focusing on an environment where our people can thrive.

To help support our people in focusing their time on what they love most – caring for animals and supporting customers – we provide centralised support for non-clinical activities, invest in equipment and offer extensive training and guidance, and much more, all enabled by our global scale.

Our Clinical Boards work to ensure our veterinary professionals have what they need to deliver the right contextualised care and promote clinical excellence, supporting the fact that the health and welfare of the animals we treat is at the heart of everything we do.

A vital profession

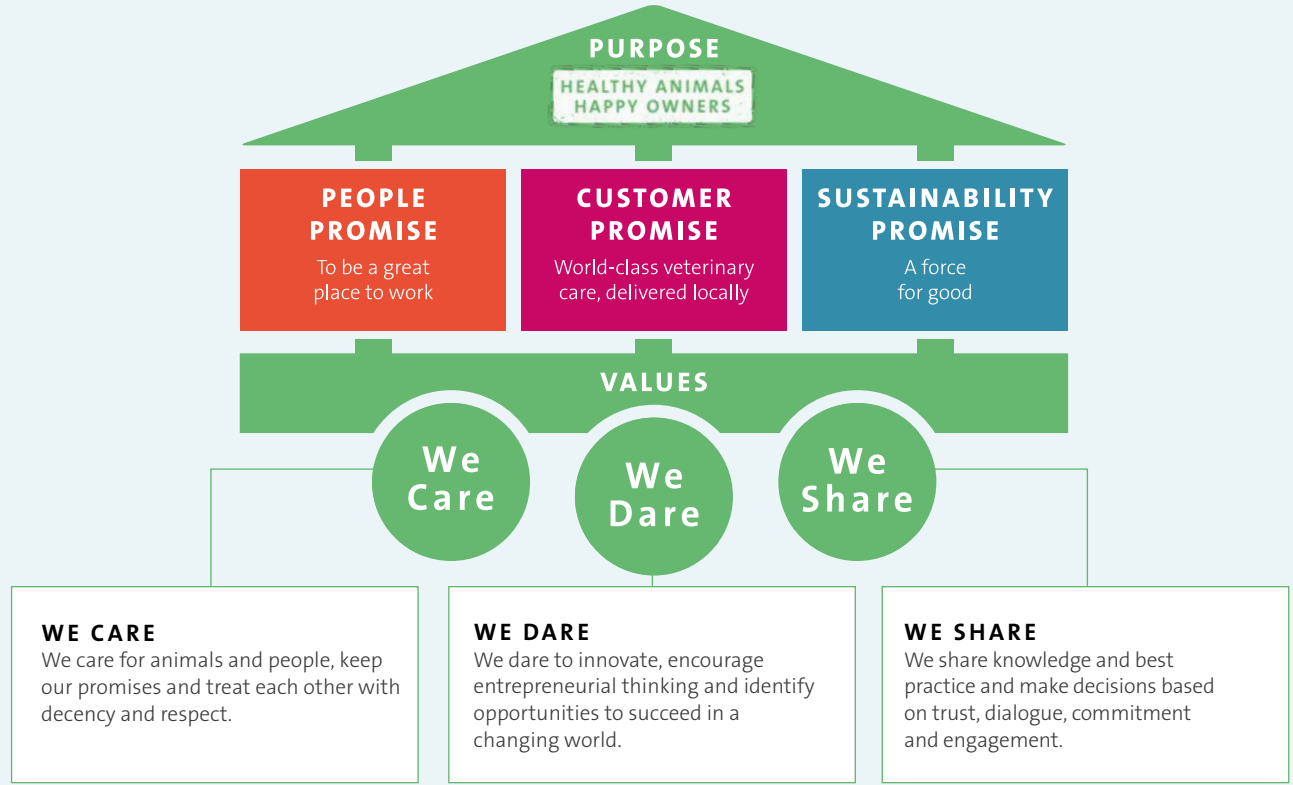
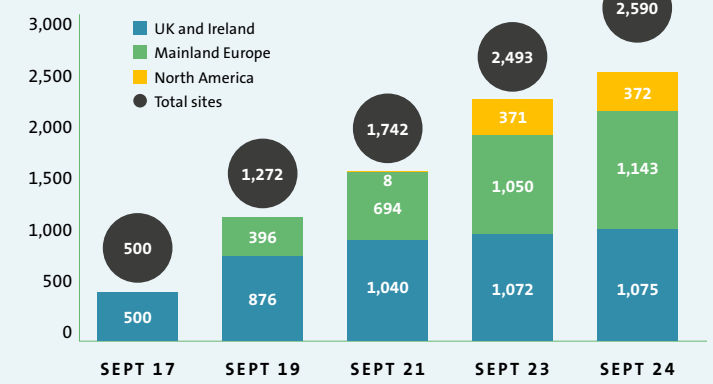
The veterinary sector plays a vital role in safeguarding both animal and human health. We provide essential services to pet owners, farmers, food producers and governments, helping to maintain animal welfare and a healthy food chain.

We're dedicated to addressing crucial public health and environmental challenges, from promoting responsible antibiotic use and combatting antimicrobial resistance, to advocating for infection prevention and publicly championing animal welfare issues.

VISION
Our vision is to be the best veterinary group in the world.



NUMBER OF SITES



Positive Pawprint strategy

Our Positive Pawprint strategy brings our sustainability promise to be a ‘force for good’ to life. Centred around three pillars – People, Planet and Patients – it aims to protect the health and happiness of the animals we care for and their owners, while also addressing the environmental and social impacts of our operations.

The strategy is underpinned by key performance indicators (KPIs) and targets to track progress across all areas of our business.

Policies for key aspects of our sustainability strategy are referenced in this report and published at [ivcevidensia.com](https://www.ivcevidensia.com).

The Group Board has ultimate responsibility for ensuring that our sustainability strategy is implemented, and key sustainability and climate risks are effectively managed. Non-Executive Director Chris Hadley has responsibility for sustainability and climate issues at Group Board level. The Group Board and Executive Committee delegate the management of sustainability strategy to the Positive Pawprint Steering Committee. The Committee oversees the implementation of the

Positive Pawprint strategy and progress, including performance against specific targets, while also reviewing sustainability-related risks, developments and opportunities.

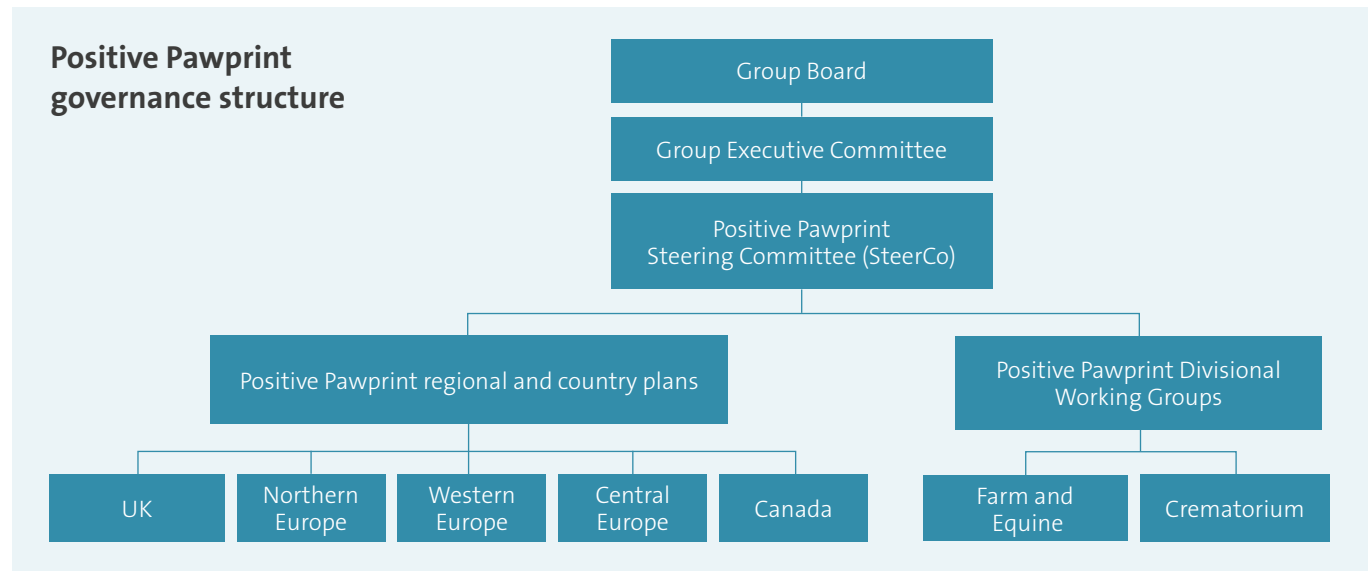
Our largest countries have designated leads to embed sustainability management into their strategies and monitor performance. We also have functional sustainability leads and workstreams for specific areas of the business, including Procurement, Crematoriums, Farm, Equine and One Health. The large number of individual sites within the Group can make tracking KPI data challenging. We are continually working to improve the scope and quality of data to enhance our reporting.

Our largest countries have designated sustainability leads to ensure that the management of sustainability risks and opportunities is embedded into their strategies

The Positive Pawprint Growing our company as a force for good

Caring for People	Caring for Planet	Caring for Patients
Protect and promote the health and well-being of our teams	Transition our company towards net-zero climate impact	Deliver the highest possible standards of care quality and safety
Continually grow our clinical knowledge and skills, and support our employees to reach their potential	Minimise our waste footprint through optimal management	Promote and innovate integrated animal health solutions
Create welcoming, diverse and inclusive workplaces	Train all clinicians on applied sustainability in veterinary care	Offer the highest standards of client care and communication
Empower clinics to contribute to their local communities	Evolve industry-leading sustainable procurement practices	Continually share knowledge, incidents and best practice
Ensure human rights are respected across our value chain	Practise leading standards of chemical and pharmaceutical management	Collaborate with peers to innovate best practice on antimicrobial resistance

Governance
Management, Transparency and Disclosure



Materiality and risk

Our sustainability strategy is focused on addressing the most important environmental and social risks and opportunities, both in the eyes of our stakeholders and for the long-term future of IVC Evidensia.

To ensure we continue to focus on the right issues, we undertake materiality assessments every two years. During the year, we commissioned a Double Materiality assessment to further enhance our understanding of ESG risk and to support our preparation for the EU Corporate Sustainability Reporting Directive (CSRD).

Through a process of deep engagement with key identified stakeholders within the business and proxy data, our 2024 Double Materiality assessment identified a list of material ESG-related issues, risks and opportunities, with climate change, employee well-being and inclusion, environmental impact of pharmaceuticals, and accessibility and affordability of veterinary care continuing to be key priorities for our stakeholders and for our business. For more detail, [see Appendix](#). In the year ahead, we will work with

the Positive Pawprint Steering Committee, and our regional and functional leads, to finalise a gap analysis and, where appropriate, revise our KPIs, targets and key workstreams to take our strategy forward from 2025.

ESG risks are assessed using the Group risk methodology and considered as part of our Enterprise Risk Framework, including reviews by the Executive Committee. Sustainability and climate change is considered a principal risk for IVC Evidensia and subject to regular review by the Group Executive Committee and Group Board. Climate-related risks are a focus and we recognise their ability both directly and indirectly to impact IVC Evidensia. We continue to work to adopt the Task Force on Climate-related Financial Disclosures (TCFD) framework and publish a summary of climate-related risks and opportunities, and the potential impact on our business (including some financial assessments of the scenario analysis), together with details of the mitigations already in place or planned and actions we are taking to respond. This is available at www.ivcevidensia.com/positivepawprint. We will continue to develop the detail of our disclosures as we complete further analysis and strengthen our approach.



Stakeholders

Stakeholder views are crucial in shaping our approach, and we aim to ensure their concerns and interests inform our sustainability strategy and initiatives. For detail on our key stakeholder groups and how we engage with them on sustainability issues, [see Appendix](#).

We welcome any stakeholder feedback through our inbox at positivepawprint@ivcevidensia.com. For further detail on IVC Evidensia's approach to stakeholder engagement, see IVC Acquisitions Midco Limited Annual Report and Accounts 2024.

SUPPORTING VET SUSTAIN'S WORK TO IMPROVE SUSTAINABILITY ACROSS THE VETERINARY PROFESSION

We are a proud supporter of Vet Sustain. Vet Sustain's mission is to enable and inspire veterinary professionals to continually improve the health and well-being of animals, people and the environment. Vet Sustain works in collaboration with supporters to drive meaningful progress towards a sustainable future for the veterinary profession, and provides a number of resources, tools and training to veterinary professionals and teams. The financial support of organisations like IVC Evidensia also allows Vet Sustain to continue to work on ambitious projects to deliver key objectives around their Veterinary Sustainability Goals.

Vet Sustain

VETERINITY FRANCE CERTIFIED AS A POSITIVE COMPANY

In summer 2024, Vetrynity, which encompasses IVC Evidensia's crematorium operations in France, was certified as a Positive Company. Positive Company is a French sustainability label, which evaluates the performance of businesses. Vetrynity was awarded two out of three stars, a fantastic achievement – especially at their first certification!

The Vetrynity team plays a leading role in IVC Evidensia's working group focused on improving sustainability and reducing the greenhouse gas (GHG) emissions of the Group's international crematorium division. Positive Company applauded Vetrynity's sustainability policy and organisation – developed in line with our overall Positive Pawprint strategy – as well as their different environmental research projects and their programmes to support grieving families.



Embedding sustainability into our culture

We continue to improve the way we discuss sustainability with our colleagues to ensure they are familiar with our objectives and the role each individual and team can play. Our annual sustainability report is translated for our different markets and then supported by a calendar of quarterly video newsletters, together with regular updates to our Group Leadership Team. Sustainability is included in our core training programmes, for example as part of the Graduate Academy. In the UK and in Ireland, leadership in sustainability is recognised as part of our annual Brilliant Awards.

During the year, we continued our popular Positive Pawprint webinar series, where expert speakers provide insight into key sustainability topics, giving context on the wider issues, together with guidance on how to make a difference at clinic level. Topics covered have included practical advice on antibiotic stewardship from a panel of our Antibiotic Stewards, how to sustainably manage parasite burdens in equine practice, and better waste management.

Supporting our clinics through the Positive Pawprint Toolkit

We recognise that our local teams are eager to contribute to our sustainability efforts. Our Positive Pawprint and Hoofprint Toolkits equip clinic and hospital teams with checklists that offer step-by-step guidance for embedding sustainability into everyday practices, benefiting People, Planet and Patients. By breaking down actions into manageable steps, we aim to make improvements more accessible, even for the busiest teams. Each clinic also receives a grant for support.

The Toolkits are now being used in four countries, the UK, Finland, Sweden and France, with the Toolkit launched in France on Earth Day 2024. Over 200 clinics are currently using the Toolkit resources, with 80 having completed the checklists and confirmed as Positive Pawprint or Positive Hoofprint Partners. Once a clinic has been confirmed as a Partner, we continue to work with them as part of a network of Sustainability Ambassadors, helping to trial new initiatives and identify opportunities for further progress.

CASE STUDY

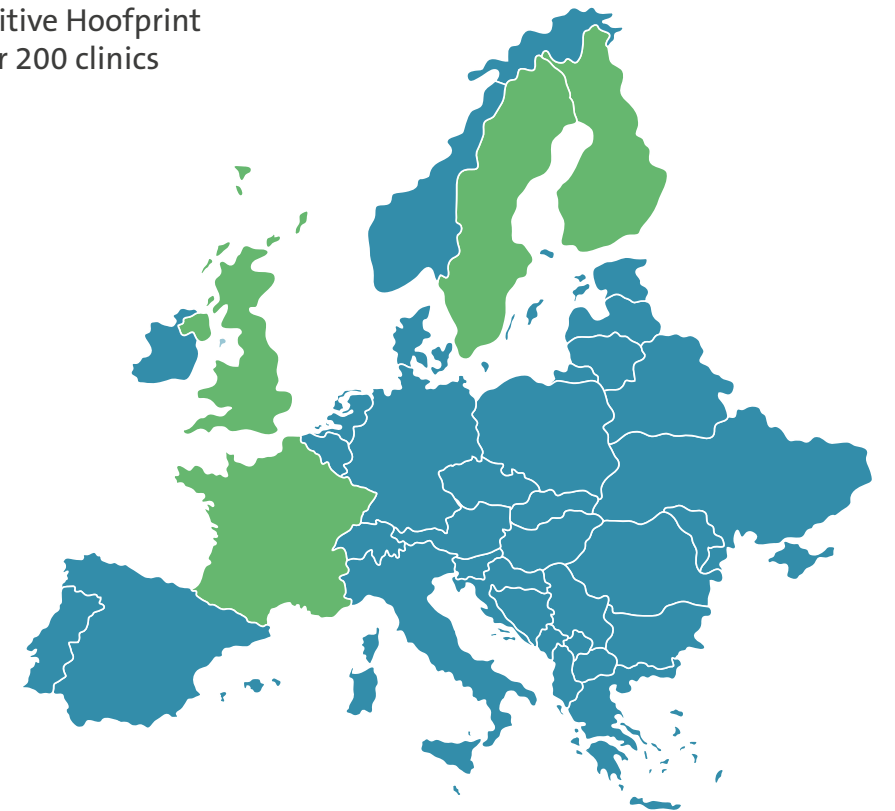
BEYOND THE CLINIC

As a global leader in the veterinary sector, we are committed to being a force for good across the profession and one way we do this is by sharing the expertise we have within our Group to advance veterinary education and support veterinary professionals worldwide. During the year, we were proud to launch the Beyond the Clinic podcast series, where seasoned industry experts explore pressing issues and advancements in the veterinary profession. European Diplomat in Small Animal Surgery Padraig Egan sat down with surgery specialist Scott Rutherford to explore the intricacies of orthopaedic health in dogs. Meanwhile, Vet Surgeon and Group Head of Animal Welfare at IVC Evidensia Dave Martin shed light on the profound impact of the XL bully ban on veterinary professionals and Dr Paul Horwood discussed sustainability and antibiotic usage on farms. The series has been well received and will continue in 2025.



Beyond the Clinic podcast focused on sustainability for farm vets.

Our Positive Pawprint and Positive Hoofprint Toolkits are being used by over 200 clinics in four countries to help them improve sustainability



HOW OUR POSITIVE PAWPRINT PARTNERS ARE ADOPTING SUSTAINABLE PRACTICE



100%

have mental health and well-being support available to their teams

79%

hold regular team-building activities

95%

have partnerships with local animal charities

49%

have links with local schools to educate on responsible pet ownership



100%

have created environmental action plans

84%

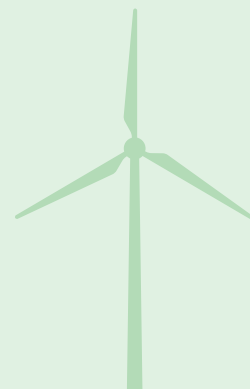
have trained clinical teams on low flow anaesthesia

84%

have replaced three single-use products with reusable alternatives

83%

have taken action to support local biodiversity



100%

have an IPC Ambassador

100%

have completed quality improvement training

99%

have species-specific waiting rooms to improve the patient experience

100%

monitor antimicrobial use



CLINIQUE DU LYS IS THE FIRST POSITIVE PAWPRINT PARTNER IN FRANCE

Following the launch of the Positive Pawprint Toolkit in France, the team at Clinique du Lys was the first to qualify as a Positive Pawprint Partner. Laurianne Cotte, nurse at the Clinique du Lys, is responsible for the Positive Pawprint project in her clinic. She explains:

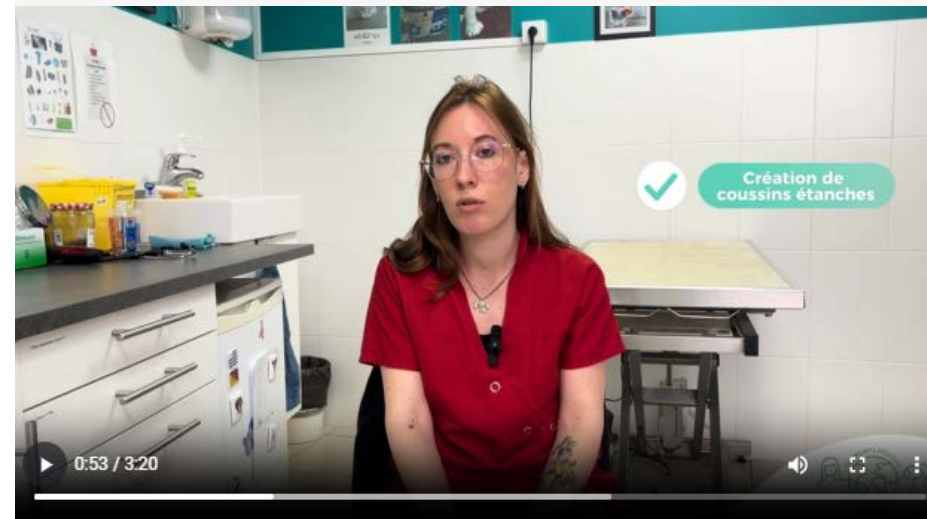
“We had already decided to work on the sustainability of the clinic and we were keen to test the Toolkit resources. Our first actions were to replace single-use puppy pads. We worked with a local company and designed and had reusable waterproof cushions made to go on the floor in the cages.

To tackle our waste, we partnered with EcoBe to recycle medical plastic waste. We receive plastic boxes that can be

filled with medical plastic, as long as it is not contaminated. We also work with a local charity that collects and recycles syringe caps. Another initiative was to replace paper towels with washable towels and introduce microfibre cloths to reduce chemical products.

The clinic garden is planted with pollinator-friendly flowers and now has an insect hotel, promoting biodiversity and also creating a pleasant environment for employees.

We have enjoyed using the Toolkit – it gave us a good framework to follow; we now spend less on certain items, we generate less waste, and our employees are proud of the programme and what we have achieved.”



Laurianne Cotte from Clinique du Lys shared her tips with other French clinics to help them improve sustainability.

LOOKING FORWARD

In the year ahead, we will continue to roll out the Positive Pawprint and Hoofprint Toolkits to further countries within the Group. Our aim is to have at least 10% of clinics in each market accredited as Partners within the first year and to build engagement year on year.



Caring for People



In this section

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- 14 Building a strong learning culture
- 16 A diverse and inclusive workspace
- 19 Health and safety
- 19 Human rights
- 20 Supporting local communities

Our commitments:



Protect and promote the health and well-being of our teams



Continually grow our clinical knowledge and skills, and support our employees to reach their potential



Create welcoming, diverse and inclusive workplaces



Empower clinics to contribute to their local communities



Ensure human rights are respected across our value chain

Our commitment to our purpose of Healthy Animals, Happy Owners relies on the skills, knowledge and well-being of our more than 38,000 colleagues.

Our People strategy aims to make IVC Evidensia a great workplace, where colleagues receive support to deliver exceptional care, be themselves and thrive, while benefiting from the opportunities within our extensive network.

Aligned to UN Sustainable Development Goals



Relevant policies

- Code of Conduct
- Supplier Code of Conduct
- Equality, Diversity and Inclusion Policy
- Group Health and Safety Policy
- Modern Slavery Policy

Our key achievements:

Launched international mentoring scheme to promote diversity in senior leadership.

Local Community Grants supported 266 employee-nominated charities across 10 countries.

33,733 days of online and face-to-face training delivered through our internal Continuous Professional Development (CPD) programmes.



Our targets

By 2025, to have 50% of senior roles¹ filled by women

By 2025, to have funded 50 vet scholars and 15 nurse scholars from ethnically diverse backgrounds

By 2025, suppliers representing at least 95% of centrally contracted spend to have signed the IVC Evidensia Supplier Code of Conduct or provided their own

Continue to support colleague well-being in all our markets



Our KPIs

KPI	Metric	Data coverage	Our performance	
			2024	2023
Gender diversity	Percentage of women in senior roles ¹	Group	53%	50%
Ethnic diversity	Number of vet and nurse scholarships funded for students from ethnically diverse backgrounds	UK	55 (40 vet and 15 nurse)	47 (37 vet and 10 nurse)
Well-being	Number of countries with well-being programmes in place	Group	All	All
Clinical and professional development	Number of days of online and face-to-face learning as part of internal L&D programmes (does not include external clinical and professional development)	Group	33,733	23,813
Employee engagement	Percentage of employees taking part in annual Global Employee Survey	Group	75%	75%
Safety	Accident incidence rate per 1,000 employees	Group	143	122
Supply chain standards	Percentage of Group suppliers (by spend) signed up to IVC Evidensia Supplier Code of Conduct	Group	90%	89%
Community investment	Number of IVC Evidensia Local Community Grants awarded	Group	221	219

¹ Senior roles defined as Board, Executive Committee and direct reports, Group Veterinary Medical Board (GVMB), Country Managers and direct reports, and Clinical Directors.

Supported, engaged teams

To make IVC Evidensia a great workplace, we seek employee feedback on strengths and areas for improvement. Our third Global Employee Survey launched in February 2024, inviting all clinic and support staff across the Group to participate. Over 75% of employees (about 27,000 people) took part across 18 countries. High scores continued in areas including Leadership, Work Environment, Well-being and Diversity. After the results, country managers created action plans to enhance strengths and address improvement areas, with progress monitored by the Group Executive Committee.

IVC Evidensia Global Employee Survey (scores out of 100)

	2024	2023
Engagement Index	77	79
Leadership	75	74
Social and organisational work environment	71	71
Well-being	72	73
Diversity and inclusion	83	83



Celebrating our amazing team members at the IVC Evidensia Brilliant Awards in Ireland.

Q CASE STUDY

SPOTLIGHT ON EMPLOYEE ENGAGEMENT IN CANADA: FALL 2023 LEADERSHIP SUMMIT

Held in October and November 2023, VetStrategy's 13th annual Leadership Summit took an exciting new approach by transforming the national event into three dynamic regional gatherings in Quebec, Ontario and Alberta. The Summit brought together over 400 Practice Managers from across more than 350 clinics, with participants engaging in both English and French.

For three days, attendees immersed themselves in sessions focused on resilience, strategic thinking and the rich history of veterinary medicine. With our entire field support team on board, the atmosphere buzzed with learning, connection and fun.

Our Practice Managers left feeling refreshed, recharged and equipped with new strategies to elevate their clinics. It was a memorable experience that truly showcased the power of collaboration and community.



Protecting and promoting the well-being of our teams

Protecting and promoting the well-being of our colleagues is a key priority for us and we now have well-being and mental health programmes across all of our markets.

OUR WELL-BEING STRATEGY HAS THREE FOCUS AREAS:

Well-being and mental health resources Ensuring that employees in all markets are provided with access to professional support services

Training Providing specialist training for team members to equip them with the skills needed to promote a culture of good mental well-being

Community and culture Supporting our clinic and hospital teams to embed well-being as part of everyday culture

The approach varies country by country, with programmes carefully tailored to local needs and culture. The case studies give some examples of the well-being programmes in three of our largest markets: the UK, France and Canada. We continue to encourage countries within the Group to share learnings and best practice to ensure that we continue to improve our approach to well-being in all markets.

Q CASE STUDY

BUILDING A CULTURE OF WELL-BEING IN FRANCE

We continue to expand and enhance our efforts to support the mental and physical health of employees in our clinics and crematoriums across France, seeking to build a supportive workplace culture and positive and resilient working environment.

We promote our confidential counselling hotline, which provides immediate access to professional support for employees facing stress, emotional challenges or workplace difficulties. This service is available 24/7 to ensure that help is always within reach.

Our Stress at Work training course is available to all employees and provides guidance on managing and mitigating stress at work. This programme equips staff with tools to better handle the pressures of their roles, enhancing both individual and collective well-being. To proactively address workplace issues, we distribute a comprehensive questionnaire to all clinics, aimed at assessing the well-being of employees. This survey helps identify cases of harassment, violence from clients, or any other challenges faced by staff. We have used the findings to develop action plans to create safer, more supportive work environments.

Alongside this, we hold a National Well-Being at Work week annually. During this event, clinics participate in a variety of activities, including webinars on mental health, group sports, yoga sessions and a video series titled *Move 30 Minutes a Day*, encouraging physical activity and healthy habits.

Q CASE STUDY

BUILDING A NETWORK OF WELL-BEING CHAMPIONS IN THE UK TO FOCUS ON KEY WELL-BEING ISSUES



In the UK, our growing network of almost 300 Well-Being Champions plays a key role in driving and promoting a well-being culture in the workplace and providing information for team members when needed. Champions received training to enable them to encourage colleagues to look after their well-being, encourage them to look for healthy choices, promote our Colleague Care Calendar events, and signpost colleagues to internal and external support, including our network of around 500 qualified Mental Health First Aiders, who provide support and advice at a local level to practice teams.

Our Champions were able to support in the launch of new resources aimed at encouraging colleagues to have more open discussions about menopause, including a Menopause Well-Being Action Plan and menopause-focused podcast as part of the Beyond the Clinic series.

Q CASE STUDY

TRAINING OUR TEAMS IN CANADA

VetStrategy’s annual Aleks’ Promise campaign seeks to promote better mental health, and this year focused on the role of self-care in combatting compassion fatigue. This year, the campaign saw 25 additional team members trained in Mental Health First Aid. The feedback from colleagues has been positive.

Q CASE STUDY

ENCOURAGING COLLEAGUE APPRECIATION FOR WORLD COMPLIMENT DAY IN THE NETHERLANDS

On 1 March, our Netherlands teams celebrated World Compliment Day, with the aim to foster a culture of appreciation and gratitude within our workplace. Every employee at every IVC Evidensia Netherlands location was delivered an envelope containing 10 compliments, personal to them as an individual. It went down extremely well, with team members delighted with this act of positivity. Clinical Director at Hart van Brabant Miyuki Yokoi said: “Giving your co-workers compliments works great for the team spirit and well-being, because giving is more satisfying than receiving! It was a lovely concept, the simple act of a great gesture wrapped in a small card.” A special day about showing personal appreciation, it was also a fun and unique way to spread some happiness.



Building a strong learning culture

We continue to invest in learning, building knowledge and skills and developing career pathways for our teams.

The diverse Continuous Professional Development (CPD) opportunities made available are evidence based, aligned to our business priorities, easily accessible and enable personal and career progression for all experience levels. We continue to invest approximately £20 million annually in building capability across the Group, ensuring our teams have the clinical skills needed for today and tomorrow, and developing our leaders and managers.

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The Learning Hub offers online training supporting skills development for our people across the Group. Having been in place for three years, the goal of the Learning Hub is to be a digital tool providing on-demand training, facilitating the sharing of best standards of care and work practices, and simplifying the transfer of knowledge. Available in multi-languages, we continue to make improvements in functionality to make learning more easily accessible by segmenting the course and content into relevant audiences and levels of skill and experience.



Engaging the vets of the future

We remain committed to nurturing the next generation of veterinary talent by offering a number of different graduate programmes across the Group. With the ongoing challenge of availability of qualified vets across the whole sector, we are highly committed to helping young vets have a positive and inspiring start to their careers.

We remain committed to nurturing the next generation of veterinary talent

Our 2024 intake saw us welcome 260 graduate vets from nine countries into various programmes offering the opportunity to shape their career journey, allowing them to further clinical expertise, expand practical skills and be part of an international network of talented veterinary professionals. In June, we held another successful IVC Evidensia Graduate Academy Congress for 400 graduates, who came together to listen to inspiring speakers, participate in clinical case discussion, interact with suppliers and importantly collaborate and celebrate.

Extra-mural studies (EMS) is a vital part of the UK veterinary undergraduate degree programme. But farm placements present numerous challenges; costs related to transport and accommodation are significant, particularly in rural areas where placements are typically located. The seasonal nature of farm work also complicates the scheduling of placements, with the peak busy periods being highly competitive. Furthermore, the farm environment is less diverse compared to other veterinary settings and there are fewer farm practices available, making it difficult for students to gain varied and extensive experience.

To help improve the exposure of farm EMS and encourage the next generation of farm animal veterinary surgeons, IVC Evidensia has run two week-long Bootcamps. On each course, 12 students get to spend a week learning the practical skills needed for a week one/month one farm animal veterinary surgeon, such as blood sampling, castrating, disbudding, foot trimming and pregnancy diagnosis. Having dedicated time and guaranteed caseload, together with the benefits of learning as a group, has been a real success and will be repeated next year.

Our international referral network

Our small animal and equine specialists and referral clinicians see some of the most challenging cases. We have a strong international community of specialists, residency graduates awaiting board exams, residents and interns, together covering a huge range of specialities. We provide targeted training through online journal clubs, resident-specific training rounds and bi-annual summits.

We recently supported some of our neurology residents to attend Brain Camp in Bologna, Italy, to help them develop their advanced skills ahead of their board certification as specialists. This intensive two-week programme, held once a year, dives deep into essential areas of animal neurology such as neuroimaging, neurosurgery and large animal neurology. With guidance from 27 leading neurologists, our attendees sharpened their expertise, helping them prepare for their upcoming board exams.

Attendee and resident at Dierenziekenhuis Arnhem, Netherlands, Marta Plonek said:

“What an amazing opportunity to review and build my knowledge ahead of board exams, meet colleagues from IVC Evidensia and beyond, and encounter lovely Italian culture. I’m very grateful for the two-week celebration of veterinary neurology!”



Delivering world-class learning and development for our teams

Our in-house learning and development teams provide tailor-made training to support our veterinary professionals to deliver the very best care to our animal patients. The examples below give just a taster of the range and quality of development opportunities available to our teams.

Q CASE STUDY

BELGIUM: BUILDING CLOSER TIES ACROSS OUR NETWORK

In Belgium, we started a development cycle for vet assistants over the country. We are bringing vet assistants from all Belgium Evidensia clinics together in eight groups of around 12 people. The intention is to bring them closer to each other over the clinics, to create an Evidensia group feeling and to learn and share best practices as a team. Within one cycle there is a mix of six different courses on scientific and non-scientific topics. This approach brings energy and pleasure to people, creating synergies and helping people and clinics to further develop.

Q CASE STUDY

THE NETHERLANDS: DELIVERING LEADING CPD OPPORTUNITIES THROUGH OUR ACADEMY

A week at the Netherlands IVC Evidensia Academy sees an incredibly diverse range of CPD opportunities, making a great contribution to veterinary development. In just one week, the Academy was able to offer:

- Instructive practicum video-otoscopy for differentiation physicians of dermatology
- Webinar on gastrointestinal nutrition support for veterinarians and paraveterinarians
- Hands-on experience in the Abdominal Emergency Surgery practicum
- Blood pressure measurement, physical examination and anamnesis
- First module of Forensic Veterinary Medicine course
- Second module of Ophthalmology learning pathway, including theory and practicals

Q CASE STUDY

NORDICS: TAKING A REGIONAL APPROACH TO TRAINING

Our Nordics Academy teams collaborate closely to deliver CPD that can benefit across the region. Just a few examples from 2024 include:

- Three-module course in advanced anaesthesia for vets and nurses in Norway and Sweden combined
- Tour with an orthopaedic specialist visiting 11 animal clinics all over Sweden and Norway where we invited clinics in the area to learn more about how to treat degenerative joint disease to improve the well-being of older dogs and cats
- Laboratory diagnostics and diagnostic imaging training offered online and using our brand-new training facilities at Uppsala Hospital, built for hybrid sessions to make them accessible from anywhere in the world

Leadership development

Building the capability of our current and future leaders continues to be a core part of our People strategy, and the design of our own leadership development programmes, underpinned by our Leadership Behaviours, allows us to bring this to life. We train and develop our future leaders through the International Artemis Leaders Programme, now in its third year, with a total of 145 future leaders from 11 countries having completed the programme.

In the UK, we launched two new leadership programmes this year, with a view to implementing them across the Group in future years. The first, a 12-week virtual, face-to-face and digital learning course focusing on Leading Self and Impactful Conversations, has brought together and supported over 230 practice and clinical leaders. The second, a two-module online programme called Coaching for Leaders, was specifically designed to develop and support those coaching graduates in practice, with over 110 attendees having taken part so far.

➔ LOOKING FORWARD

As part of our ongoing commitment to support the career development of our colleagues, in 2025, we plan to launch our first IVC Evidensia Academy training centres in two locations in the UK, offering both wet lab and classroom-style teaching facilities and an extensive range of courses for clinical and non-clinical colleagues.

➔ LOOKING FORWARD

Throughout 2025, we will adapt and scale the leadership development programmes that continue to be successfully delivered in the UK to other markets throughout the IVC Evidensia network. In response to the increasing requirement for on-demand and just-in-time learning, in addition to these face-to-face and virtual programmes, we will launch a series of Leadership Fundamentals interactive courses to be hosted on the Learning Hub.



A diverse and inclusive workspace

We are committed to ensuring that we offer welcoming and inclusive workplaces where our employees feel valued and can be themselves. As part of this, we want to ensure that veterinary careers are accessible to people from diverse backgrounds and that we create veterinary clinics and crematoriums that are inclusive for all customers.

Our Diversity and Inclusion (D&I) strategy is led by our Group D&I Committee, with representatives from across our international business who work together to shape our strategy and share learnings across different markets. Within the Committee, we have working groups developing specific initiatives around each of our six focus areas: Gender, Ethnicity, LGBTQIA+, Ability, Neurodiversity and Socio-Economic diversity.

Our ability to track data on the diversity profile of our international group varies by country. Where we are not able to track data, we use the D&I Index within the Global Employee Engagement Survey to track employee opinions on how we are performing. This year, we saw a score of 83 (out of 100).

During the year, we have had a focus on awareness and engagement, developing improved intranet resources to be translated and used in all markets, providing background and guidance for colleagues. In the spring, we launched a D&I webinar series with expert speakers helping colleagues to learn about the issues and provide guidance on how to approach these areas in their own careers and when supporting colleagues. Topics included, The Value of Neurodiversity and Creating a Neurodiverse Culture, and The Challenges and Successes of Creating Racial Equity in the Veterinary and

Agricultural Sectors. A panel of senior IVC Evidensia female leaders led a discussion sharing experience and advice from their own careers. Alongside the webinar series, we ran campaigns marking key events, for example, during Pride month, we invited colleagues to share their own stories of ‘coming out’ to support others.

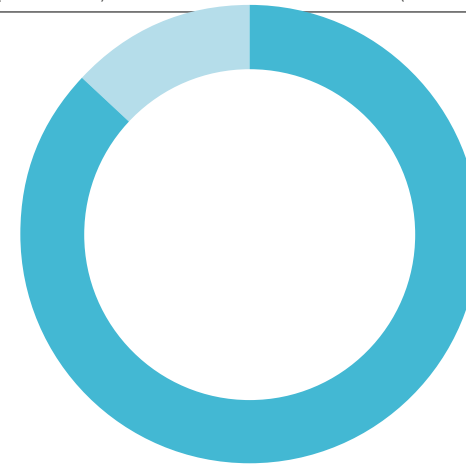
In September, we also launched an international diversity mentoring programme with participants from across six countries. Led by members of our Executive team, the mentoring scheme aims to support our objective to increase diversity in senior leadership roles.

Diversity and Inclusion focus groups

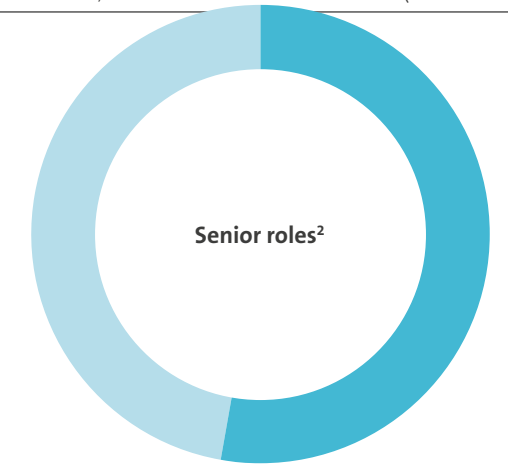
Gender 	Ethnicity 	LGBTQIA+
Ability 	Neurodiversity 	Social Mobility

Gender diversity

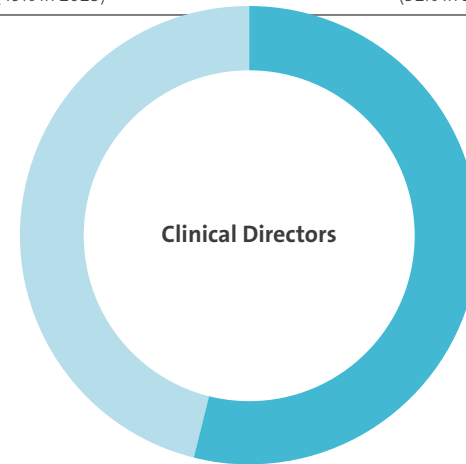
13% men (13% in 2023) **87% women** (87% in 2023)



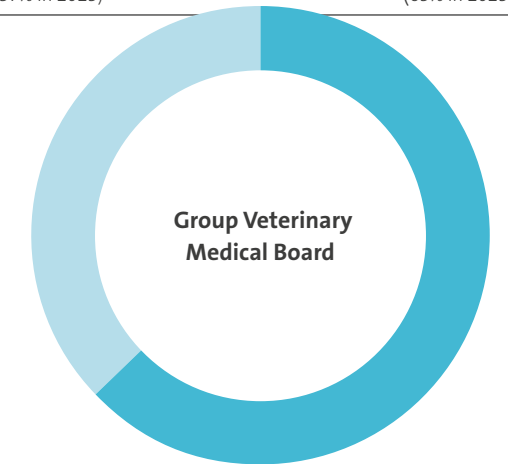
47% men (50% in 2023) **53% women** (50% in 2023)



46% men (49% in 2023) **54% women** (51% in 2023)



33% men (37% in 2023) **67% women** (63% in 2023)



² Senior roles defined as Board, Executive Committee and direct reports, Group Veterinary Medical Board (GVMB), Country Managers and direct reports, and Clinical Directors.

Gender diversity

We set a goal to have women in half of all senior roles³ by 2025 and, for the second-year running, we have now exceeded this target, with women now holding 53% of senior roles. We will continue to work to ensure that our women employees feel supported at all stages in their career with IVC Evidensia and to create a pipeline of women talent for senior roles.

Our Artemis International Leaders Programme is core to our aim to support the development of more women leaders. While we welcome both men and women to the programme, nominations should reflect the demographics of our company; therefore the majority of participants are women.

In the UK, our Flexible Working Toolkit and Farm24 out-of-hours programme continue to ensure that flexible working is available across our business. We recognise that flexible

working can be extremely important for colleagues of any gender, but know that it can also be key for some of our women colleagues to feel supported when balancing career and family life, and particularly when making life decisions.

We are committed to ensuring all employees are fairly rewarded for their work and have equal access to all opportunities. We continue to evolve our pay and reward, further reinforcing parity. For our UK business, we publish a [Gender Pay report](#) on our website.

Improving awareness and support for our neurodivergent colleagues

At least one in seven people are neurodivergent, and more in scientific professions like ours. We are committed to creating a neuro-inclusive culture and working environment with support for those who have differing ways of learning and processing information.

In the UK, we have created a tool for managers with guidance on how to support neurodivergent colleagues, creating a positive work environment, and flexible and tailored adjustments

Our focus this year has been on improving awareness, starting with a webinar during Neurodiversity Celebration Week, with expert speakers from Lexxic providing guidance for all colleagues. We also launched a neurodiversity colleague network to provide peer-to-peer support and to help the development of our wider strategy to support our neurodivergent colleagues. In the UK, we have created a tool for managers with guidance on how to support neurodivergent colleagues, creating a positive work environment, and flexible and tailored adjustments. We hope to extend this to other markets shortly.



In France, our awareness campaign to mark International Women's Day highlighted the fact that the French medical committee is 50/50 women and men.

CASE STUDY

VETSTRATEGY ACHIEVES RAINBOW REGISTERED STATUS

In June, our Canadian VetStrategy business was proud to become Rainbow Registered. This accreditation, evaluating policies and procedure, training, leadership and culture of inclusivity, is administered by Canada's 2SLGBTQI+ Chamber of Commerce (CGLCC) and recognises VetStrategy's commitment to creating a safe, welcoming and inclusive space for the 2SLGBTQI+ community.



Rainbow Registered
Arc-en-ciel Officiel



³ Senior roles defined as Board, Executive Committee and direct reports, Group Veterinary Medical Board (GVMB), Country Managers and direct reports, and Clinical Directors.

Promoting greater ethnic diversity in the veterinary profession

Since its launch in 2021, the IVC Evidensia UK Ethnic Diversity Scholarship has been helping people achieve their goal of becoming qualified vets and vet nurses by offering financial support, mentorship and early networking opportunities. We've supported 55 scholars in all so far, including 41 future vets and 14 nursing scholars through the Vets Now nursing scholarship.

"Without this scholarship, I wouldn't have been able to embark onto vet school. Not only has it been a hugely vital financial aid but I am being empowered consistently through their IVC Ethnic Diversity Scholarship Board mentoring scheme. This was all possible through this scholarship, for which I am extremely thankful."

Tyler-Jay McIntosh, veterinary scholarship recipient

In Canada, our VetStrategy Diversity Bursary scheme supported 10 BIPOC (Black, Indigenous and People of Colour) students in 2024. One recipient, Anjuka Gunasegaran, second-year student at the University of Guelph, commented, *"This bursary will help me discover more aspects of mixed animal and wildlife medicine. As a future veterinarian, it's important to me to embrace cultural differences to advocate for the patients of clients of all backgrounds in an effective, symbiotic manner. I hope to foster more representation and inclusion in the veterinary community to make it a safer space for all."*

As part of a partnership with the Toronto District School Board's Centre of Excellence for Black Student Achievement, Royal York Animal Hospital (Etobicoke, ON) welcomed two students from the Black Student Summer Leadership Program, which aims to provide experiential learning opportunities for Black students to support their graduation and career pathways. The team at Royal York was thrilled to welcome the students and hopes to be able to continue the partnership in the coming years.



UK ethnic diversity scholars with their mentors.



IVC UK Regional Head of Farm for the South of England Navaratnam Partheeban OBE has led the development of a bespoke online course for the agricultural sector, which aims to increase diversity in agriculture. Launched by the Nuffield Farming Scholarships Trust and named AgDiversity, the 60-minute course includes interactive activities, encouraging participants to challenge farming stereotypes. The course is available to all who are involved in the agricultural sector.

Addressing the launch event at Romshed Farm, Kent, Navaratnam Partheeban said: *"We live in such a diverse country, yet it's a shame that this diversity isn't reflected in agriculture. If we want to flourish, we need a diverse and inclusive industry. This is the opportunity for our sector to grow internally, but also shine a positive light to those outside. We need to make agriculture a space everyone can belong and thrive, and this course is the start of that journey."*

→ LOOKING FORWARD

We will build on the initiatives already in place to promote diversity and inclusion within our business, sharing successes and learnings across our international business. In addition, we will continue our focus on building awareness and understanding, through D&I training and improved communication, and the development of employee networks.

→ LOOKING FORWARD

All IVC UK Farm practices have committed to complete AgDiversity training over the year ahead.

Health and safety

We're dedicated to maintaining a consistent health and safety standard across our Group so that everyone working in or visiting one of our locations leaves safe and healthy.

Our Group Health and Safety Manager collaborates with representatives from each country to support uniform standards. We have been working on enhancing how we can support our regions in health and safety and build further collaboration to share best practice.

Our health and safety training module has been completed by 30,000 colleagues across many of our markets. Further works are underway to develop our approach to health and safety training across the Group.

Our risk management platform, launched in many of our markets in 2023, covers incident and near-miss reporting, infrastructure compliance, auditing and risk assessment. The level of engagement on the platform has been very positive, enabling teams to focus on the key health and safety priorities.

For 2024, reported accidents across the Group were 5,516, up from 4,400 last year. We use this data to calculate an incidence rate based on the number of accidents per 1,000 employees to allow a direct comparison of the accidents within each country regardless of head count. Across the Group, the accident incident rate per 1,000 employees for this period was 143 (up from 122 last year).

As we have improved our safety management and reporting systems, we have seen an increase in the number of accidents and near misses being reported, with the increase driven by improved awareness, better reporting compliance and data accuracy. We see the increased reporting as providing value to our regional and strategic approach, and this has enabled us to further develop our Health and Safety Heat Map and risk strategy for the business, providing focus for our targeted audit programme. The targeted audit activity is providing further increased engagement, improved compliance, collaboration and sharing. This will continue to evolve in the year ahead.

Human rights

We are committed to ensuring that the human rights and dignity of all who work in our business and supply chain are properly respected.

Our policies, including the Human Rights Policy and Global Code of Ethics, are shared with employees and suppliers. Our Global Whistleblowing Policy offers a confidential channel for employees in our supply chain to report concerns.

We seek to work with our suppliers, building strong, collaborative partnerships, to engage and communicate our expectations and to support them on a journey of continuous improvement, an approach we strongly believe can benefit us, our suppliers and all communities where we operate.

Our Supplier Code of Conduct sets out the key principles and behaviours we expect our suppliers to agree to and work within. This has been formally communicated on a priority basis according to spend, sector, location and other risk factors as part of our supplier due diligence process. It includes an expectation that all employees in our supply chain are always treated fairly, ensuring their working conditions, working hours and wages always comply with the UN International Labour Organization (ILO) standards. To date, suppliers accounting for over 90% of our overall centrally contracted spend have signed up to our Code or provided their own equivalent. Our objective is that, by 2025, suppliers representing at least 95% of spend will have committed to our Code of Conduct.

Our Enhanced Supplier Evaluation is used for those suppliers that are perceived high risk due to size, sector, location or strategic importance. These evaluations include physical audits and management interviews to provide more in-depth analysis of supplier processes and procedures. This is used for white-label suppliers, as well as for other supplier partners as appropriate. During 2025, we plan to further strengthen our supplier due diligence process with the introduction of a

dedicated ESG risk assessment and due diligence tool, which will enable us to gather more in-depth information from a wider range of suppliers, improving our understanding of modern slavery and other ESG risks, and will help us target our supplier engagement.

More information on our progress and activity in this area can be found in our [Modern Slavery Statement](#).



Supporting local communities

Our network stretches across 20 countries and plays an important part in almost 3,000 local communities. Not only do we provide essential care and advice for the companion and farm animals owned within the community, but we often work in close partnership with local animal charities to support them to care for animals in need, as well as taking part in fundraising and volunteering for a variety of causes.

We have long-standing strategic partnerships with animal charities in most of our markets, including providing advice and training to animal rescue charities. Capturing the value of this work is challenging as we support thousands of organisations across our network. During the year, we have worked with our UK clinics to measure the extent of their involvement with both national and local animal charities. The data shows that, in the UK alone, we partner with over 1,000 animal charities, donating veterinary care and advice worth over £800,000 per annum. Growing our support for the charity sector is a strategic priority and we will look to measure the extent of our charity partnerships in other large markets.

In the UK, we partner with over **1,000** animal charities, donating veterinary care and advice worth over **£800,000** each year



UK teams come together to support StreetVet

In March 2023, our UK teams voted for StreetVet as their first official charity partner. StreetVet provides essential veterinary care to the pets of people experiencing homelessness. Clinics have really taken the charity to their hearts, with clinic teams organising fundraising events across the UK, ranging from coast-to-coast walks, sky dives, bake sales and everything in between.

As well as fundraising, some of the most valuable support we can give to StreetVet is by encouraging our employees to volunteer their time and expertise. Rebecca Castle, Veterinary Surgeon and Head of Graduates at Wheelhouse Vets in Buckinghamshire explains,

“I had always wanted to volunteer for charity in some way, and StreetVet seemed like the ideal opportunity to help people experiencing homelessness in a different way to most using my specific skills as a vet. One of the most rewarding things about volunteering for StreetVet is working with owners to gain their trust. Often, their pet is their only companion, so that connection is incredibly deep.”

Thanks to the fantastic efforts of our teams, we are now close to achieving our target to raise £100,000 for StreetVet.

VetStrategy clinics come together to support local food banks

In December 2023, more than 130 clinics in the VetStrategy network joined forces for a three-week-long Holiday Donation Drive, collecting more than 27,000 lbs of non-perishable food, toys and pet supplies for community organisations. In April 2024, Support Office team members joined in to support local food banks and social service agencies with more than 500 collective volunteer hours, sorting food and making meals for clients from coast to coast.

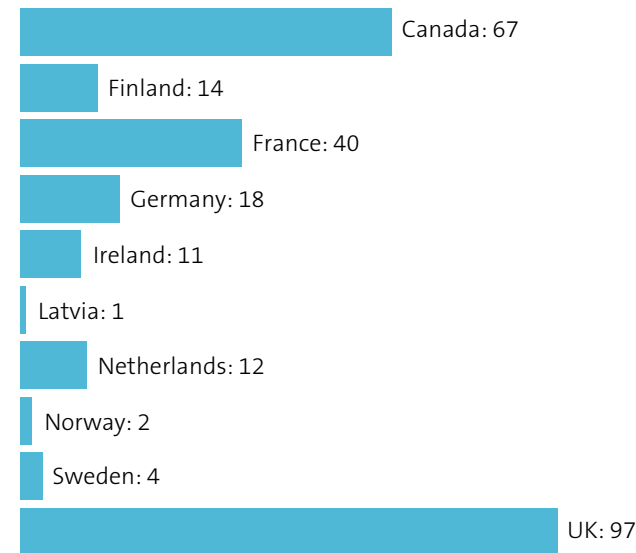



IVC Evidensia Local Community Grants

The IVC Evidensia Local Community Grants Fund provides funds our teams can access to help support causes in need within their local community. Each location and central team can nominate a local charity or community group that is important to their colleagues, their customers and their community. During the year, 221 teams across 10 countries received grants to support their nominated charities. Grants were made to a total of 266 charities and community organisations with an overall value of £233,581. Charities supported included animal welfare organisations, as well as schools, food banks, homeless charities, hospices and many more.

266 organisations – including animal welfare charities, schools, food banks and hospices – have received Community Grants


Supporting charities across 10 countries



 The team at Central Animal Hospital (Kamloops, BC), supported Four Paws Food Bank’s spay/neuter programme. The charity operates a pet food bank and provides necessary veterinary care for the pets of individuals who are homeless or in financial need. Four Paws also works with a local women’s shelter, supporting those fleeing a domestic violence situation in cases where community members don’t qualify for supported housing because their pets are not spayed/neutered.


Nikki Lussier, Chair of Four Paws, said, “We are so grateful to receive this support from Central Animal Hospital. Not only will these funds help us continue in our mission to provide spay and neuter sponsorships in our community, this act of support is also wind in our sails and warmth in our hearts. It means a lot to have this kind of partnership.”



 The team at IVC Evidensia Netherlands nominated Stichting Mendoo, a charity that offers practical advice across the country for victims of domestic violence with pets, from temporarily housing pets with childminders to allowing both owners and their pets into shelters. Trainer at the Academy Amaryl van Ravenhorst explains why they chose to help the foundation:

“As we operate across the Netherlands, we wanted to support an organisation that had a national reach and a target group that was meaningful for us all. Mendoo does an amazing job supporting victims of domestic violence and their pets. These donations will enable them to help even more victims and their pets.”




 ICR Vets in Edinburgh supported All4Paws, a student-led charity run by the Royal School of Veterinary Studies and supported by volunteer vets and nurses.

All4Paws provides basic veterinary care and advice to homeless and vulnerably housed people and their animals across Edinburgh.

ICR Vets Branch Manager Rachel Roper said: “As pet owners ourselves, we know how fantastic pets are for companionship. We are so pleased to support All4Paws, both financially and through individual members of staff volunteering their time.

“This grant will help fund All4Paws clinics, which include vaccination, microchipping, flea, tick and worming treatment and consults for minor ailments. We see ICR Vets as being an integral part of the local community, and to be able to financially give back through the grants means a great deal to the whole team.”

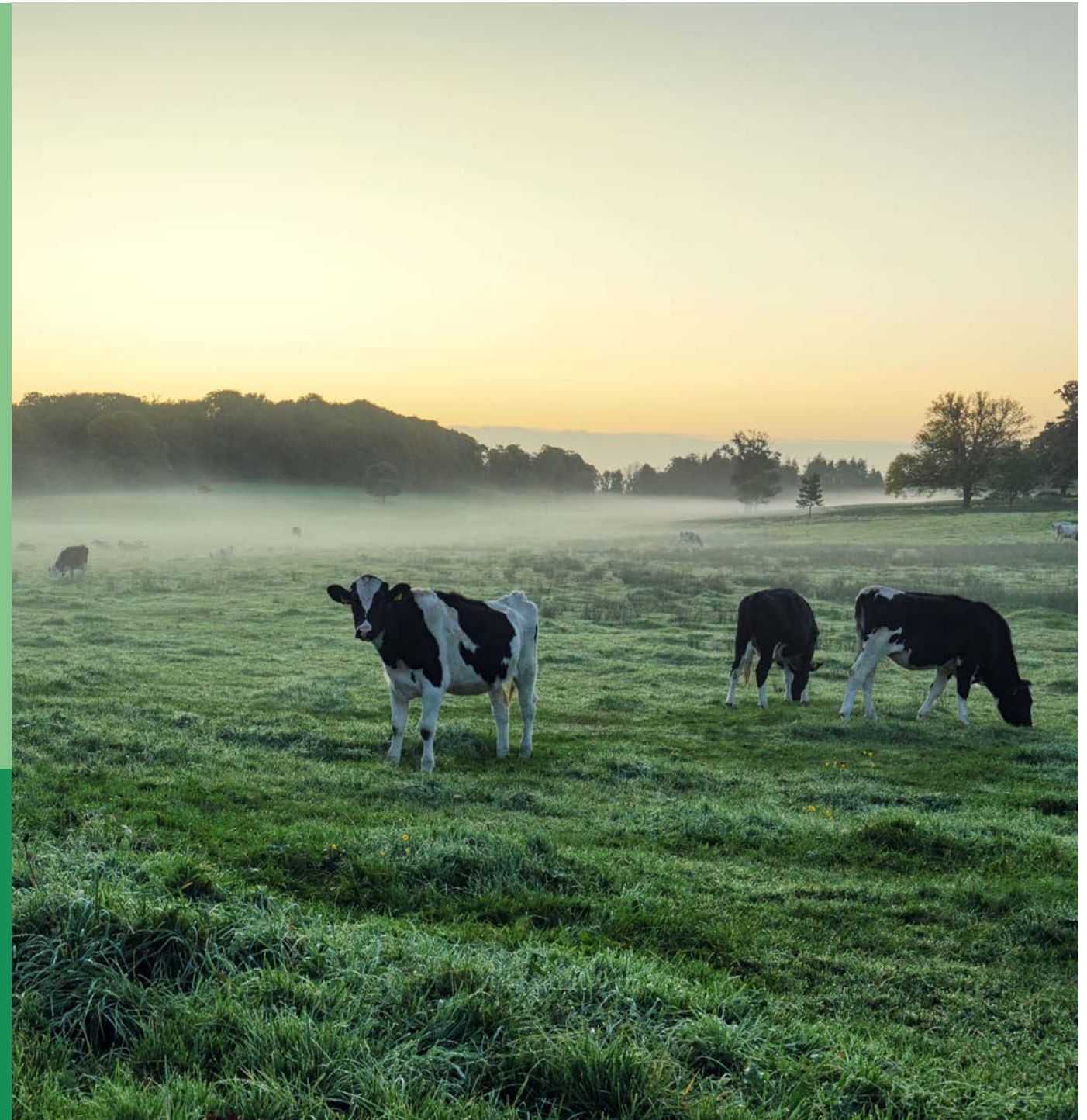


 Thank you to our team at the Evidensia Tierärztliche Klinik für Kleintiere Norderstedt in Germany who nominated Tiertafel Hamburg, a non-profit helping pet owners in need. The team was delighted to present the charity with a cheque for 1,000 Euros, which will go towards providing food and equipment for pets, as well as allowing owners to stay with their pets.

Caring for the Planet

In this section

- 25 Managing our climate impacts
- 29 Responsible procurement
- 30 Resource efficiency
- 32 Protecting and promoting biodiversity



Our commitments:



Transition our company towards net-zero climate impact



Minimise our waste footprint through optimal management



Train all clinicians on applied sustainability in veterinary care



Evolve industry-leading sustainable procurement practices



Practise leading standards of chemical and pharmaceutical management

Our Caring for the Planet strategy focuses on the role we can play in tackling pressing global environmental challenges head on.

Aligned to UN Sustainable Development Goals



Relevant policies

- Environmental Policy

Our key achievements:

Energy efficiency upgrades in seven markets have seen over 30,000 lights changed to LED, cutting emissions and providing better-quality light for our clinical teams.



Pilot to demonstrate the impact of waste anaesthetic gas capture technology, preventing the release of up to 87% of GHG emissions.



48.5% of non-hazardous waste now recycled in the UK, and improved waste management schemes rolled out in Sweden, Canada and the Netherlands.



Our targets

By 2030, reduce absolute Scope 1 and 2 emissions by 50%, and Scope 3 emissions by 30%

By 2050, reduce Group emissions to net-zero

By 2030, 100% of electricity purchased to be from renewable sources

By 2025, in the UK, achieve zero waste to landfill and increase our recycling rate for non-hazardous waste by 50%

Note: Near-term and net-zero targets have been validated by the Science Based Targets initiative.

By embedding responsible environmental management into the core of our business and our network, we're committed to reducing our own impact and driving positive change throughout our supply chain and across the veterinary profession.

Our Group Sustainability team provides leadership on core workstreams, collaborating with key functional teams and supporting our growing network of local Planet leads, now established in all our major markets. At a local level, our clinics are encouraged to use our Positive Pawprint and Positive Hoofprint Toolkits, offering step-by-step guidance on impact reduction, from energy saving to waste reduction and biodiversity promotion.

Improving the scope and quality of environmental KPI data continues to be a focus. As we improve our data, we will extend the scope of our environmental KPI reporting and targets, with the ultimate objective to report our impacts across the full IVC Evidensia Group.

Our KPIs

KPI	Metric	Data coverage	2024	2023 ⁴
GHG emissions	Group Scope 1 carbon emissions	Group	41,015 tCO ₂ e	43,746 tCO ₂ e
	Group Scope 2 carbon emissions		5,405 tCO ₂ e	5,438 tCO ₂ e
	Group Scope 3 carbon emissions		469,393 tCO ₂ e	453,936 tCO ₂ e
	Percentage of renewable electricity purchased	Group	85%	85%
Waste	Percentage of waste diverted from landfill ⁵	UK	100%	100%
	Percentage of non-hazardous waste recycled ⁵	UK	48.4% ⁶	46.8% ⁶

⁴ 2023 GHG emissions data restated following the collection of additional data streams for Scope 1 and/or 2 and updated Scope 3 calculation methodologies.

⁵ Veterinary sites and offices where waste is managed directly by IVC Evidensia.

⁶ Restated to include all recycling streams including office paper and medical blister packs.



Managing our climate impacts

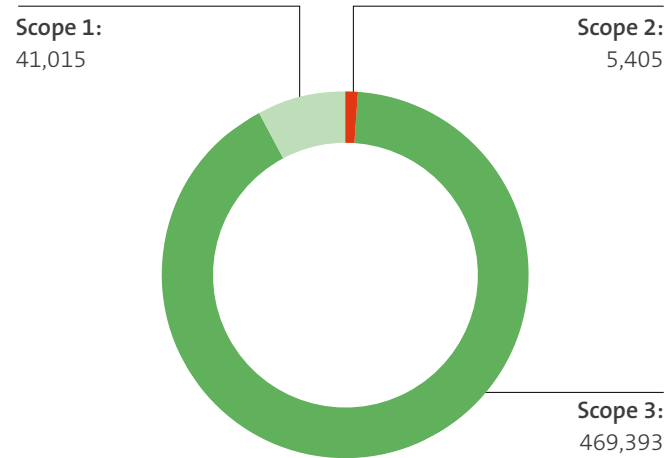
We recognise that climate change is already deeply affecting ecosystems, economies and communities worldwide, making it a critical issue for IVC Evidensia. With far-reaching implications for animal health, our business and our supply chain, addressing climate change is essential to our future resilience.

It is important that we understand the impact that global temperature changes could have on our business, our people and the animals we care for, so that we can take appropriate actions to mitigate risks and adapt. More detail on our view of the risks and opportunities, scenario analysis and our planned mitigations is included in our reporting under Climate-related Financial Disclosures. During the year, 18 colleagues from six countries completed Carbon Literacy training as part of our partnership with Vet Sustain. The training will provide valuable context for our ongoing work on decarbonisation and climate change adaptation.

18 colleagues from six countries completed Carbon Literacy training, providing valuable context for our ongoing work on decarbonisation and climate change adaptation

We are committed to playing our part in addressing the climate crisis. Last year, we published science-based targets to reduce absolute Scope 1 and 2 emissions by 50% and Scope 3 emissions by 30% by 2030 (from a 2022 base year). This year, we have developed our net-zero targets, focusing on achieving approximately a 90% reduction of our emissions by 2050. In September 2024, our net-zero target was validated by the SBTi.

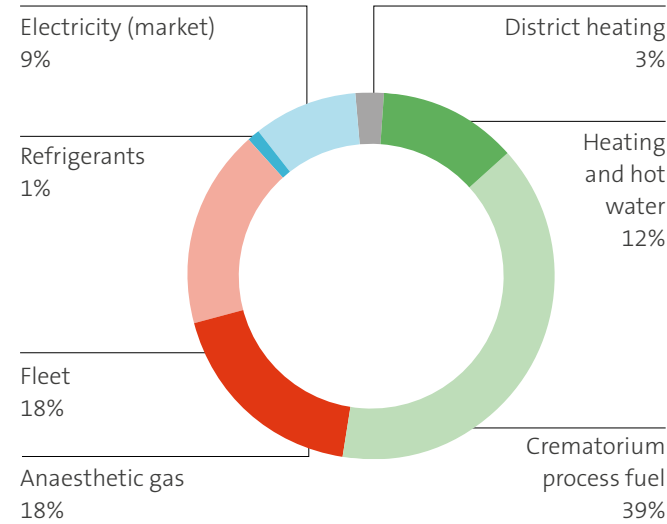
Total Group GHG emissions FY24 (tCO₂e)



The majority of our carbon emissions are from the products we use within our clinics, primarily pharmaceuticals and pet food, as well as medical consumables. Working in close partnership with our suppliers is therefore a core part of achieving our net-zero goal. The other part of our emissions comes from the energy we use to run our veterinary clinics, offices and crematoriums, our fleet, and the anaesthetic gas used for surgical procedures in our veterinary clinics.

We continue to develop and improve our Group data collection systems, and as the Group continues to grow, we expect to see some short-term increases in the GHG emissions we report. This year, we have seen an 18% increase in the Group's total GHG footprint, predominately driven by increased spend in the supply chain. As we improve the quality of our Scope 3 data and move from a spend-based to a product-based methodology, supported by direct supplier engagement, we expect this trend to reverse. Operational emissions (Scope 1 and 2) reduced by 12% from our 2022 baseline as we extend renewable energy and energy-efficiency programmes.

Operational emissions (Scope 1 and 2) FY24 (%)



Methodology

IVC Evidensia has calculated our GHG emissions in line with the World Business Council for Sustainable Development (WBCSD) Greenhouse Gas Protocol Corporate Standard. We report emissions in carbon dioxide equivalent (CO₂e) where IVC Evidensia has operational control. In addition, we utilise supporting standards including:

- GHG Protocol Scope 2 Guidance, 2015
- GHG Protocol Corporate Value Chain (Scope 3) Standard, 2011

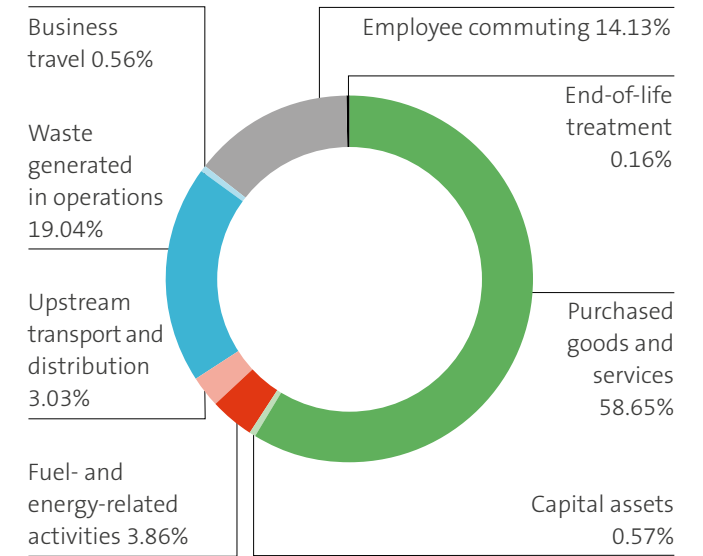
Scope 1 includes direct emissions from sources owned or controlled by IVC Evidensia. It includes emissions associated with our managed locations, including resources used for heating/cremation process such as natural gas and burning oil. In addition, it includes fuel utilised by our vehicle fleet, anaesthetic gas and refrigerants. Data is collected from invoices, fuel cards and other documentation. Department for Environment, Food &

Rural Affairs (Defra) UK Government GHG Conversion Factors for Company Reporting 2024 were used to convert to CO₂e. Where primary data is not available, extrapolations are made.

Scope 2 includes indirect emissions associated with the consumption of purchased electricity and district heating. Data is collected from invoices and other documentation. Where data is not directly available, extrapolations are made based upon the average electricity consumption per full-time employee (FTE) and allocated (at a regional level based on the most representative country). Where primary data is not available, extrapolations are made.

Scope 3 includes indirect emissions associated with our value chain. IVC Evidensia utilises company data from several sources to facilitate the calculation of Scope 3 emissions. Category 1 Purchased Goods and Services, Category 2 Capital Goods, Category 4 Upstream Transport

Scope 3 emissions FY24 (%)

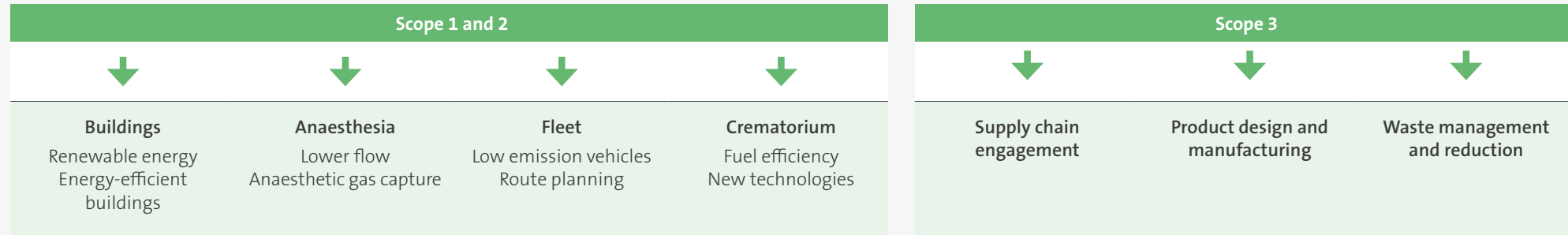


and Distribution, Category 5 Waste Generated in Operations and Category 6 Business Travel are calculated using a spend-based approach and the US Environmental Protection Agency (EPA) Environmentally Extended Input-Output (EIO) emission factors are applied.

Emissions for Category 12 End-of-Life Treatment of Sold Products are calculated using sales volumes from the UK market and extrapolated to cover the Group based on revenue. The Defra UK Government GHG Conversion Factors for Company Reporting 2024 for Household Residual Waste emission factor were applied to volumes assumed to be taken home by customers.

Note: The Group publishes separate GHG reporting for our UK business in accordance with the Streamlined Energy and Carbon Reporting (SECR) regulations. This is available in the IVC Acquisitions Midco Limited Annual Report and Accounts 2024.

Decarbonisation priorities

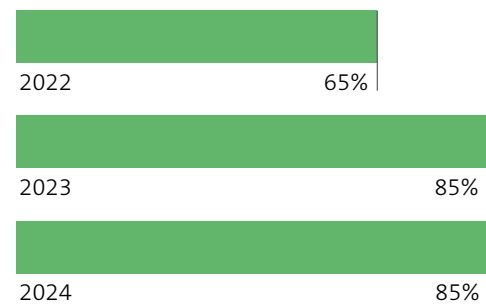


Cutting our Scope 1 and 2 emissions

Building emissions

Procuring renewable electricity is a cornerstone of our strategy to minimise emissions from heating and lighting our clinics, hospitals, offices and crematoriums. Across the Group, 85% of the electricity we purchase is from renewable sources. We are working with our landlords to assess opportunities to install solar panels and generate our own renewable energy. In the Netherlands, 29 clinics already generate renewable power from rooftop solar panels, and in the UK, 22 clinics have solar. We are looking at further opportunities, particularly in Spain and Portugal.

Group renewable electricity procurement



We have made good progress to improve the energy efficiency of clinic lighting and heating systems. This involves installing smart meters to accurately track energy consumption, followed by LED lighting and Building Management Systems, which can help us deliver significant savings; in a typical clinic around 40% for electricity and 20% for gas.

Energy-efficiency upgrades have now been completed at nearly 900 clinics across the UK and Ireland. During the year, we also converted 70 clinics in Ontario, Canada to LED lighting, all French crematoriums and 42 Swedish clinics, with an aim to convert all Swedish clinics to LED by the end of 2025. We also commenced a large-scale project in the Netherlands that will see both lighting and heating upgrades across the whole Dutch estate.

85% of the electricity purchased across the Group is from renewable sources

→ LOOKING FORWARD

In the year ahead, we will complete the installation of smart meters across all European locations, enabling real-time assessment and analysis of electricity consumption to assist energy-efficiency measures. LED and Building Controls upgrades will continue to be implemented in 2025, focusing on European markets, initially Germany and France.

🔍 CASE STUDY

SUSTAINABILITY AT THE HEART OF NEW AMSTERDAM HOSPITAL

Construction projects for new clinics provide an opportunity to design sustainability in from the outset and this was definitely the case for our new hospital in Amsterdam. All windows have been replaced with double glazing, and walls and ceilings insulated. The building is heated and cooled with heat pumps, with electricity provided by a large array of solar panels. Demand for heating/cooling is limited by the high insulation values of the building, resulting in a Nearly Energy Neutral Building (BENG).

The interior has also been designed for sustainability with flooring largely made of recycled material, which can be returned to the manufacturer at the end of its lifespan and the materials reused.



Transition to lower carbon anaesthesia

Our Low Carbon Anaesthesia Working Group was established during 2023, bringing together an international team of clinical experts to develop solutions to reduce GHG emissions from anaesthesia, while protecting or improving patient safety.

Adopting lower flow anaesthetic techniques gives us the opportunity to cut emissions, while also improving patient safety

The adoption of lower flow anaesthetic techniques means that lower levels of anaesthetic agent are required, cutting emissions while also improving patient safety. During the year, we have developed Group training resources to encourage the widespread adoption of lower flow techniques across our clinics and hospitals. Tailored training programmes are in place or planned in Sweden, the UK, Germany, France and the Netherlands. This will be supported by investment in additional monitoring equipment, initially for 200 UK clinics after they have successfully completed in-depth low flow anaesthesia training at our new UK training centres.

Another part of our plan is to take opportunities to transition to anaesthetic agents that have a lower environmental impact. In our clinics in Finland, for example, we have adopted a policy for all new anaesthetic machines to use sevoflurane, which is around 70% less polluting than isoflurane.

During the year, we have been excited to take part in a trial of new technology that aims to close the loop by capturing and recycling waste inhaled anaesthetic agent (see case study).

CASE STUDY

WORKING WITH SAGETECH ON A PILOT TO CUT EMISSIONS FROM ANAESTHESIA

In June 2024, SageTech Veterinary installed the first VET-Dock and VET-Can in an IVC practice, beginning a pilot study to demonstrate the impact of waste anaesthetic gas capture technology.

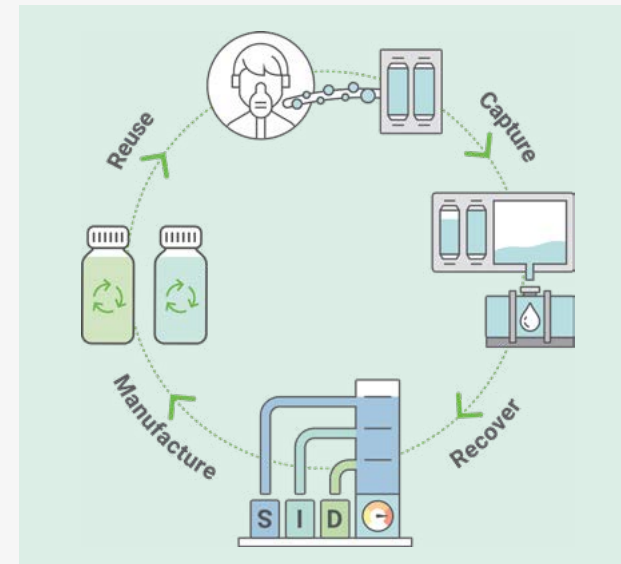
SageTech’s unique system captures waste volatile agents emitted during the delivery of anaesthesia to patients, removing these potent GHGs from the waste steam of the anaesthetic circuit. SageTech has designed a VET-Dock, a device that houses a VET-Can, and it is within this VET-Can that the waste volatile agents are adsorbed. A detailed clinical trial at Bath Referrals demonstrated that up to 87% of the volatile agents used to anaesthetise patients can be captured using the SageTech equipment, preventing the current practice of their direct release to atmosphere. The captured agents can be subsequently extracted from the capture media and purified, and are planned to be returned for clinical use, so creating a circular economy.



The wider case study has seen the installation of 40 VET-Docks at anaesthetic workstations at 16 participating IVC UK practices, capturing an estimated 7.8 tonnes CO₂e in just a six-week period during August and September 2024.

Dr David Nutbrown-Hughes, Clinical Director at Rowe Referrals in Bristol, was part of the trial: *“I was astonished when I heard about the massive carbon footprint that volatile anaesthetic gases have. The SageTech system was quick to have installed and is easy to use. I am delighted that we have been able to significantly reduce our greenhouse gas emissions so simply.”*

We aim to continue the trial in the coming year and are evaluating opportunities to extend it to more clinics.



Delivering a low carbon fleet

The majority of travel is by our farm and equine vets, who can travel long distances to reach their patients and clients, and by our crematorium drivers, who again travel long distances to service their veterinary clients. In order to cut fuel emissions, we are focusing on cutting fuel consumption from our existing fleet and a transition to electric vehicles.

One way to cut fuel consumption, as well as saving time for our vets, is through better route planning. In the Netherlands, we have been running a trial in our small animal clinics to map the routing for home visits for pets. We are now looking at a rollout to our farm animal clinics to improve route planning for daily farm visits, drug delivery and mandatory health checks. We aim to decrease our mileage by at least 10% and improve our service, as we can predict in which time slot vets or delivery vans will be visiting each farm.

At our UK Equine Symposium in January, we had similar discussions on the benefits of zonal planning for equine client visits, as well as sharing top tips for fuel-efficient driving.

We are undertaking a gradual transition of our fleet to vehicles with lower emissions, including hybrid and electric. In the Netherlands, Sweden and Finland, we have adopted policies giving preference to ultra-low emission vehicles (ULEV). In Finland, 78% of vehicles are now ULEV.

In the UK, we have also introduced a salary sacrifice scheme to make it easier for employees to purchase an ULEV for personal use.

Q CASE STUDY

PROJECT TRAJECTORY 2030 TO REDUCE FLEET EMISSIONS AT VETERINITY

Veterinity has launched a project, **Trajectory 2030**, to reduce fleet emissions and meet the Group objective of -80% for 2030. After training all drivers on fuel-efficiency driving techniques, Veterinity organised a Fuel-Efficiency Driving Challenge over six months, which allowed the team to reduce fuel consumption by 22%. The three winning teams were awarded a bonus. The next step in the project was to study the alternative ways to transform their fleet in partnership with their vehicle leasing company and an electric vehicle specialist. An alternative option for longer journeys is biofuel. They are looking to test both during 2025.

Reducing the impact of crematorium operations

The transition of our crematorium business to a lower carbon operating model will be a key part of delivering our Scope 1 and 2 emissions targets.

This is a significant undertaking, with the first step being to improve the operational efficiency of the existing crematorium process to reduce carbon emissions. Our crematorium working group brings together the expertise of our teams in the UK, France and the Netherlands, giving an opportunity to share best practice and discuss possible innovations.

Best practices for economising gas

Individual static animal cremation ovens



Preheating

1. Keep a careful watch over the oven as it preheats. As soon as preheating is complete, you can load the furnace. Your objective should be to never let the oven run while it is empty.
2. If you are running two ovens at the same time, delay the start-up of the second oven, as you won't be able to load both ovens at the same time, again this prevents one oven from running while empty.



Preparation

3. Prepare the cremation schedule so that everything is ready at the end of the week for the first cremation the following week. This will avoid wasting time when the oven is on and running empty.



Special services

4. Consider any special services requested (pawprints, clippings etc.) in the cremation schedule. These can slow loading and leave the oven running empty.



Loading ovens

5. Prepare the animals so that you don't have to go and get them when the oven is ready. Bring the loading table just in front of the oven door, and when everything is ready, open the door and load quickly to reduce the time the door is open.
6. Respect the loading order stipulated by each oven. All cells should be loaded to optimize gas consumption.



Campaigns

7. Group cremations together over the same days, if possible, to economise on gas.



Raking

8. The aim of raking is to reposition the ashes to maximise combustion by covering the furnace floor as much as possible. Rake the ashes as little as possible to avoid opening the furnace door.



Auto-combustion

9. To encourage auto-combustion, organize your cremation schedule by starting with the smallest bodies and moving on to the larger ones.



End of crematorium

10. Don't let the ashes continue to burn once the cremation is finished. Use the peepholes to check (and avoid opening the door if possible).



Cremulating

11. Mill the ashes as you go. Otherwise you run the risk of running out of trays and needing to stop cremating until one is free.



The working group ran a webinar on fuel-efficient cremation techniques and also created awareness posters, available in English, Swedish and French. Our French crematoriums are now using this as the basis of Project Four'ever to reduce gas consumption, and the launch of a Gas Savings Challenge 2025.

In our Dutch crematoriums, a focus on fuel efficiency has become core to our operating culture, with each crematorium team held directly accountable for fuel efficiency, with key indicators tracked on a daily basis, comparing progress at each crematorium site and versus target. Fuel efficiency has become a core part of process and procedures. Over a two-year period, we have seen fuel consumption, and alongside this GHG emissions, fall by over 25%.

In some cases, we can modify existing ovens to improve fuel efficiency. In France, we trialled pilot flame burners at our Castelsarrasin crematorium and achieved a 15% increase in fuel efficiency. We are now looking to extend the trial to further sites.

25% reduction in process fuel consumption at our Dutch crematoriums in the last two years

It is the next generation of crematorium technology that will be key to delivering our decarbonisation goals. During the year, we launched a technical review of crematorium technology to assess available and emerging technology for animal cremation. Initial results have been encouraging and we hope that this will form the basis of a decarbonisation plan for crematoriums across the Group.

Crematorium posters with guidance on fuel efficiency available in three languages.

Working with suppliers to reduce shared climate impact

The majority of our GHG footprint sits within Scope 3 and specifically within the pharmaceutical supply chain.

During the year, we launched our Supply Chain Engagement Programme, working in partnership with our key suppliers, and supporting them to develop and work towards science-based targets. We have been encouraged by the positive discussions so far, demonstrating how much of a priority this topic is for so many of our suppliers. Our focus, to date, has been working with our pharmaceutical suppliers. Over 90% of pharmaceutical suppliers by gross spend have committed to set science-based targets by June 2025. We will continue to work with suppliers across our supply chain to make further progress in the years ahead.

Q CASE STUDY

PARTNERING WITH KEY SUPPLIERS ON SUSTAINABILITY

In the autumn, our Sustainability team visited Boehringer Ingelheim's headquarters near Frankfurt. This provided an excellent opportunity for IVC Evidensia and Boehringer Ingelheim to initiate discussions on a future sustainability collaboration. The sustainability teams from both organisations outlined their strategic pillars and discussed plans to cooperate. The initial focus is on a comprehensive analysis of the top five product lines that Boehringer Ingelheim supplies to IVC Evidensia, with the objective to gain a deeper understanding of the sustainability measures Boehringer Ingelheim has already implemented, particularly in key areas such as GHG emissions and waste management, and to look at future plans for further improvements.







Responsible procurement

When sourcing the products used across our clinics and hospitals, we want to work with suppliers who offer products that enable us to provide the best possible care for the animals we care for, but we also want to choose suppliers who share our commitment to sustainability. We expect our suppliers to have a shared commitment to ethical and environmentally responsible sourcing and manufacturing practices, and to reducing the impacts associated with ingredients, products and services.

We include certain ESG expectations as part of our terms of business for key suppliers, requiring that they agree to our Supplier Code of Conduct and commit to setting science-based GHG targets. 90% of our pharmaceutical suppliers have committed to set such targets by 2025. In the year ahead, we plan to further develop our ESG due diligence with the introduction of the EcoVadis assessment tool to support our assessment of supplier ESG performance and engagement to encourage improvements.

IVC Evidensia Responsible Sourcing Principles

 Packaging	 Environmental impact	 Animal welfare
Packaging to be 100% compostable or recyclable, with improved circularity of packaging materials.	Paper and cardboard packaging to be from certified sustainably managed forests and sustainable sourcing to conserve biodiversity, including sourcing from certified sustainable managed forests and 'deforestation-free' sources.	High standards of animal welfare, referring to the internationally recognised 'Five Freedoms' as a minimum standard.
 Aquaculture and wild fisheries	 Manufacturing	 Human rights
Fish to be sustainably sourced through appropriate independent certification schemes.	Sustainable manufacturing processes, for example use of renewable energy and zero waste to landfill policies.	Fair and ethical treatment for people, in line with the ILO Declaration on Fundamental Principles and Rights at Work.

⁷ Excluding pharmaceutical and nutraceutical products.

Integrating sustainability into our white-label ranges

In the development of our white label product ranges, we see an opportunity to embed sustainability principles at the core of supplier agreements and within the product development process. Our responsible sourcing principles outline the specific sustainability standards we want to meet.

A commitment to traceability underpins these principles, and we continue to work with our suppliers to understand and improve the trackability of raw materials and the production process. Product packaging has been an initial focus, with a target for our white-label packaging⁷ to be recyclable, compostable or reusable by 2025. 89% of our packaging now meets this standard (2023: 86%).

Q CASE STUDY

BUILDING SUSTAINABILITY INTO OUR NEW ARTHROCAM RANGE

The recent development of our white-label pain relief for dogs, Arthrocam, presented an opportunity to collaborate closely with manufacturer Chanelle Pharma on sustainability. By including sustainability within the product design process, Chanelle was able to improve the packaging design, eliminating 20 tonnes of cardboard, and also reduce transport emissions by 80%. The oral suspension comes with two syringes, one for a large animal, one for a smaller

animal, and Chanelle provides a facility where IVC clinics can collect the un-used syringes and return them to Chanelle for recycling, reducing waste. We continue to work closely with the team at Chanelle as they make further improvements to reduce the environmental impact of their manufacturing processes and develop their own science-based emissions targets.



Our Procurement and ESG teams visited Chanelle's manufacturing facility to discuss sustainability.

Resource efficiency

Cutting waste is a key priority, making both environmental and commercial sense. Some of the waste from our clinical operations is classified as hazardous and governed by strict regulations over its disposal. We focus on ensuring that waste is correctly segregated and disposed of, and then taking opportunities to reduce non-hazardous waste and maximise recycling.

Where we can, we are centralising waste management contracts across our different markets to make it easier to monitor waste volumes and improve the management of our waste streams. Our goal is to move to zero waste to landfill. In the UK, we already have a centralised approach and are achieving zero waste to landfill for non-hazardous waste with a target to recycle at least 50% of our non-hazardous waste. We are close to achieving this target, with 48% of non-hazardous waste now recycled (2023: 46.8%). In the year ahead, we plan to roll out food waste recycling, which should bring us closer to our target.



VetStrategy is working with Waste Connections to improve its waste management.

We have also made good progress in some of our largest markets, Canada, Sweden and the Netherlands, with improved waste collection systems now being rolled out, supporting the recycling of paper, card and hard plastics. In the Netherlands, this has been accompanied by an extensive communication campaign with guidance on how to separate waste and maximise recycling. In France, we already have a well-developed waste recycling system in place in our Veternity business and are undertaking a wider review to improve waste management across our veterinary operations in the year ahead.

The nature of healthcare means that there are many specialist waste streams and we continue to look at solutions to reduce waste and improve recycling.

Soft plastic is widely used particularly for sterile packaging of instruments and other medical consumables. In France, we offer clinics a recycling scheme for this soft plastic and in the UK, we have conducted a trial in 14 clinics to assess the best way of recycling soft plastic waste. This will be the basis of further research in the year ahead.

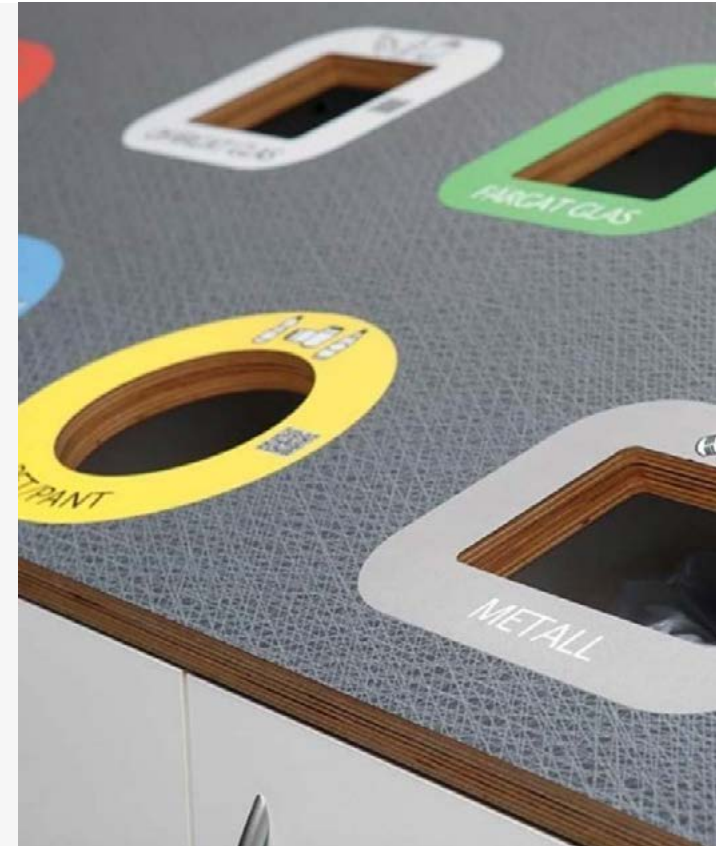
Our clinic teams continue to come up with innovative solutions to reduce waste, often partnering with the local community. In Canada, the team at Animal Hospital of Cambridge in Ontario repurposes old cardboard into disposable litter boxes, reuses old baby socks to keep surgical patients' paws warm and encourages donations of old blankets for reuse throughout the clinic. Similarly, in the UK, Chipping Norton Veterinary Hospital invites the local community to donate old towels and old bubble wrap for use as kennel liners and for keeping surgical patients warm. In France, the Animal Clinic in Moselle works with a local supermarket to take unsold fruit and vegetables to feed hospitalised animals. As well as cutting food waste, the initiative also gives the patients a healthier diet, aiding their recovery.

Q CASE STUDY

RE-DEFINING WASTE MANAGEMENT IN SWEDEN

During the year, our Swedish business has been implementing a project to move to a single supplier for waste management, PreZero. This brings several benefits: helping us to maximise our recycling and take responsibility for our resources, and improving visibility of waste volumes.

49 Swedish clinics are now connected to PreZero and our aim is that, by early 2025, all Swedish clinics will have joined the initiative. All waste collected is diverted from landfill, with around 30% recycled. Going forward, we plan with PreZero to reduce combustible waste and enhance source sorting at Evidensia clinics in Sweden to improve recycling rates.



49 Swedish clinics now recycling through PreZero partnership, with plans to extend to all Swedish clinics in 2025.

Making it easier for our customers to recycle

We know that our customers want to do what they can to protect the planet, so we continue to look for opportunities to offer recycling schemes.

In the UK, we are working in partnership with MSD to promote medical blister pack recycling. The scheme is proving popular with our customers and clinic teams, with 104 UK clinics currently taking part. Since April 2023, we estimate that 1.5 million blister packs have been collected, with 0.9 tonnes of aluminium separated and recovered for re-use, and 2.5 tonnes of plastic pressed into sheets and used to manufacture new products. Our supplier’s in-house design and fabrication team turns the sheets into new products. This includes benches, children’s tables and chairs, bookshelves and mud kitchens

that are distributed across the UK as part of the SchoolCycled scheme, which aims to inspire and educate primary school children in the importance of recycling and sustainability.

In France, 31 clinics are recycling pet food packaging in partnership with distributor Centravet, Animo Impact and Hill’s. Centravet makes the most of the return journeys of its vans to collect empty bags from clinics, which are then taken to the Animo Impact plant, for sorting and recycling into pet accessories. One participating clinic, the Clinique de l’Arche, installed a recycling box in August and has already sent two full loads back for recycling. The team has put up posters in the waiting room and consultation rooms and regularly posted on their social media channels. Customers are delighted to use the service and regularly come to the clinic to drop off their waste.



Blister packs are recycled to manufacture new products and support educating children on sustainability.



Identifying opportunities to reduce waste at source

Our Sustainability team works closely with Clinical, Commercial and Procurement teams to identify opportunities to eliminate waste and improve patient care and IPC standards; this often also reduces operating costs. A programme of ‘Sustainability swaps’ includes projects to transition to chemical-free cleaning, to move to using distilled water machines rather than buying bottled water and to cutting down on printing and unnecessary use of gloves. These projects are a truly collaborative process, often inspired by ideas that come from our veterinary practices, which we can trial and then look to roll out on a larger scale across our network.

Learning from initiatives in human health, we are undertaking an awareness campaign around use of gloves. We know that our clinical teams use millions of pairs of non-sterile gloves every year. In some cases, it would be better from a hygiene perspective, and a patient and employee welfare perspective, if our veterinary teams were to sterilise their hands instead of reaching for a pair of gloves, reducing plastic waste. Coinciding with Infection Prevention and Control Month in October 2024, our Gloves Awareness campaign provides education on when to use gloves and when not to. We hope to take the learning from this campaign to expand this initiative to other markets. As we do this, we hope to reduce plastic waste.

In Spain, our teams are focusing on reducing paper and printing through the use of electronic document signature solutions. Not only should this save paper and printing, but it should also make the document process more efficient for both clinic and customer. Trials are planned for early 2025 and, if successful, we will take the learnings to other markets.

Protecting and promoting biodiversity

Alongside the care we provide for companion and farm animals, we have a wider commitment to protect and support wildlife, biological diversity and natural habitats. Our impact on nature extends from our buildings, through to the advice we give to our customers, to the use and disposal of pharmaceuticals, and then into our supply chain. We are developing a strategic approach to managing nature-related risks and opportunities and are already starting to discuss these issues in conversations with suppliers.

We have an opportunity to have a positive impact on biodiversity at a local level by encouraging wildlife around our clinics, hospitals and crematoriums. Our Positive Pawprint Toolkit provides tips and case studies on the simple steps that can be

taken to enhance local biodiversity and our clinic teams have been keen to put this into practice, creating mini-havens for wildlife. Even the smallest urban clinic will often be able to introduce some pollinator-friendly planting or a wildlife box, enhancing local biodiversity and potentially team well-being too.

We recognise that we also impact biodiversity through the responsible and appropriate use and disposal of pharmaceuticals. One area of focus is parasite control treatments, which are an important part of our commitment to maintain high welfare standards, while also protecting public health where zoonotic disease potential is apparent but also protecting the environment from unnecessary exposure to eco-toxic chemicals.

This year, we have established a Parasiticide Working Group. The Working Group will draw on expertise from across our international Group and will look to research and develop improved tools and guidance for our veterinary teams, specifically supporting effective risk assessment, disease tracking and informed parasite treatment choices. Alongside this, the Working Group will look at opportunities to provide improved guidance for pet owners and draw on the IVC Evidensia Research Fund to lead and commission tailored

scientific research to inform our strategy and share with the wider profession.

One way to support appropriate use of parasiticides is to encourage regular testing. In the spring, our team in the Netherlands ran the ‘Cuddles without tickles’ campaign to promote improved parasite awareness. By providing discounted faecal testing for small animal patients, we were able to provide advice on the most appropriate prescription for each patient, tailored to their individual needs.



Kawartha Veterinary Emergency Clinic in Canada is a Turtle First Response Centre. The clinic in Canada assists with injured turtles before they get sent to a turtle rescue centre.

Q CASE STUDY

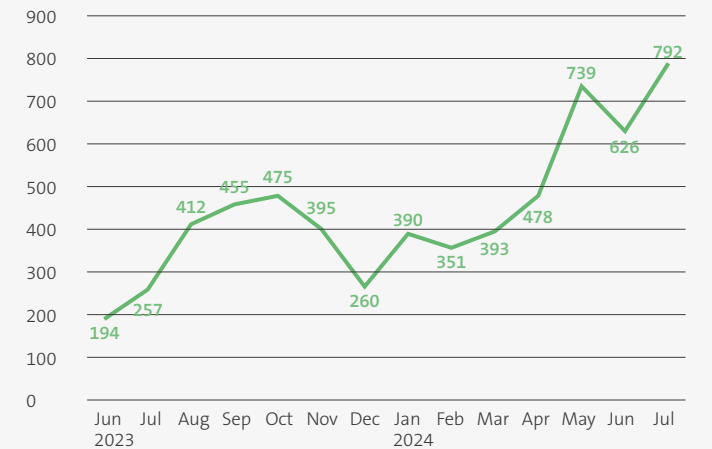
ANTHELMINTICS: SUPPORTING A PRECISION FARMING APPROACH

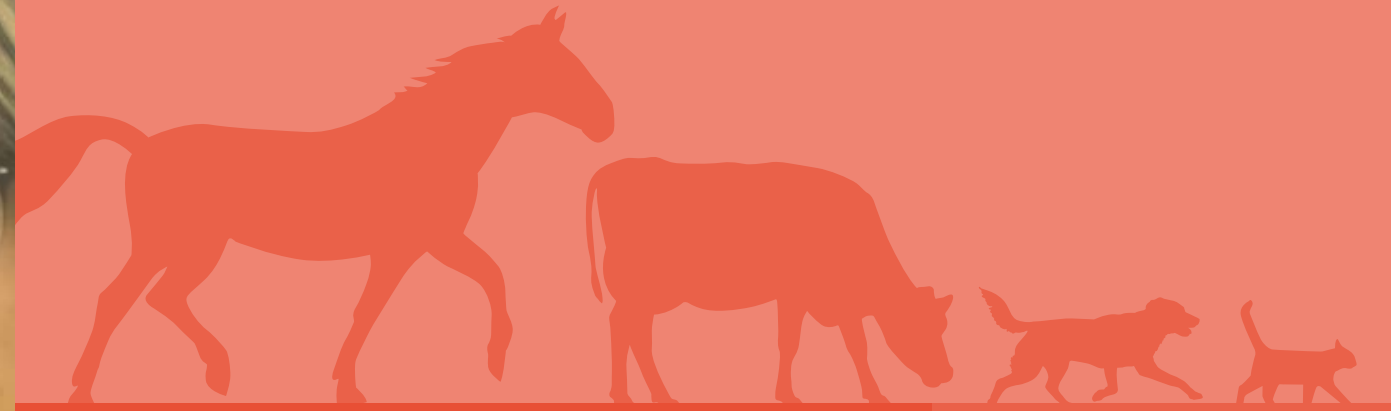
The reduction in anthelmintic use in UK agriculture reflects a move towards sustainable, responsible farming, prioritising animal welfare, environmental health and long-term agricultural resilience.

One of the strategic aims for our farm vets is to support precision agriculture around use of anthelmintics. To achieve this, we have invested in automated faecal egg counting machines across our UK farm practices. Over 10,000 samples have been taken, enabling farmers to more accurately target which animals require worming and when, and to move from regular routine worming to as little as possible but as much as needed. This has enabled more targeted use of anthelmintics, saving time and money for the farmer and reducing the pressure on resistance development, along with environmental and soil quality improvements.

Education also plays a key part and we have run workshops for vets and farmers across the UK to inform and educate around total farm parasite control and move away from over-reliance on regular worming.

Number of samples taken to support targeted anthelmintic use





Caring for Patients

In this section

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- 45 Innovative health solutions

Our commitments:



Deliver the highest possible standards of care quality and safety



Promote and innovate integrated animal health solutions



Offer the highest standards of client care and communication



Continually share knowledge, incidents and best practice



Collaborate with peers to innovate best practice on antimicrobial resistance

Across our network of around 2,500 locations, our veterinary teams are collectively responsible for the care of in the region of 10 million patients each year.

All of our veterinary teams, whether small animal, exotic, farm or equine, are united in their commitment to provide outstanding care to our patients and outstanding service to their owners, in line with our purpose of Healthy Animals, Happy Owners.

Aligned to UN Sustainable Development Goals



Relevant policies

- IVC Evidensia Ethical Statement

Our key achievements:

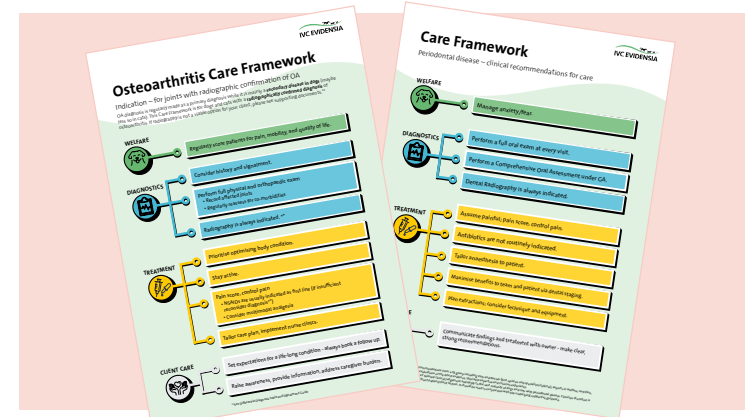
5,389 animal lives saved using IVC Evidensia Care Fund.



Farm vets continue to reduce antibiotic use with 88% reduction in use of Category B antibiotics, which are critically important for human medicine.



Two Care Frameworks launched, with a further eight in development, supporting our clinical teams to provide consistent evidence-based contextualised care.



Our targets

To treat 3,500 patients per year, using the IVC Evidensia Care Fund by 2025

To reduce the total number of surgical site infections, as a percentage of dogs and cats neutered, to 5% by 2025

To ensure that 75% of our clinics have species-specific waiting room facilities by 2030

To reduce the total number of antibiotic treatments and prescriptions as a percentage of total outpatient consultations to 5% by 2030

To appoint a dedicated Infection Prevention and Control Ambassador to 75% of our clinics by 2025

The Patient commitments of our Positive Pawprint strategy are integral to our clinical strategy. Our Medical Leadership team comprises subject matter experts, who support our Country Medical Directors, their in-market teams and Clinical Boards to deliver a coordinated programme of initiatives, supporting our teams and our Group to make a positive difference across the sector.

Our Clinical strategy is focused on clinically supported initiatives that drive better health and welfare outcomes for patients, support positive engagement with owners, and positively contribute to delivering our people and customer promises. As a veterinary business we have the privilege of sitting at the interface of the opportunities to support animal, human and planetary health. Therefore, our clinical initiatives, always take into account this triumvirate with equal focus on our sustainability impact. We have made significant progress in our One Health initiative, particularly

our lens on prudent antimicrobial usage and infection prevention and control. This has led to the highest praise from Sante F with their conclusion on our work in Sweden in this area being that IVC Evidensia’s “Swedish national requirements for the infection prevention and control procedures to be followed in veterinary practices, can be considered best practice

and a model for the other Member States to follow”.

During the year, we have reviewed the key workstreams within our Patients pillar of the Positive Pawprint strategy to align around the three themes where we are committed to taking a leadership role in driving positive change, consistent with our sustainability commitment to be a Force for Good.

Our Patients pillar focuses on three areas:

Quality of care

Our work in driving quality improvements in animal health and welfare within our business and across our profession, as well as the highest standards of employee and patient safety, infection prevention and control, and always putting welfare first.

Accessibility and affordability

The role we play in improving access to veterinary care for animal owners in all circumstances.

One Health

Playing our part to ensure optimal health for people, animals and our environment, focusing on topics including antimicrobial stewardship, and the environmental impact of anaesthesia, pharmaceuticals and medical consumables.

KPI	Metric	Data coverage	2024	2023
Access and affordability	Number of patients treated using the IVC Evidensia Care Fund	Group	5,389	5,021
Complications and outcomes	Total number of surgical site infections of dogs and cats neutered	UK, Sweden, Netherlands, Norway, Ireland	3.8	4.2
Experience of the animal	Percentage of sites with species-specific waiting room facilities	Group	53%	53%
Antibiotic use	Number of antibiotic treatments and prescriptions as a percentage of total outpatient consultations	UK, Sweden, Netherlands, Norway, Germany, Ireland	10% ⁸	9.5%
Infection prevention and control	Percentage of sites with an IPC Ambassador	Group	45%	24%

⁸ 2024 data now includes data from Germany and Ireland, which was not included in 2023.



Quality of care

During the last 12 months, quality improvement has taken centre stage in our clinical strategy, driving us to continuously enhance and refine the care we provide, ensuring we remain at the forefront of veterinary excellence and innovation.

This year has seen the launch of our second Care Framework, focusing on *periodontal disease in dogs and cats*. This follows the success of our *otitis externa* Care Framework, and we are in the process of creating a further eight Care Frameworks that will support our clinical teams to provide consistent evidence-based contextualised care.

As we continue our journey to improve veterinary care, we have evolved the original concept of Care Bundles into a more comprehensive Care Framework. While Care Bundles were highly focused on clinical recommendations, our Care Frameworks extend their scope to encompass not only clinical best practices but also client communication strategies and key operational aspects. This shift responds directly to feedback from our teams, who identified the need for a more holistic approach to managing conditions in practice. Care Frameworks are created by our teams, for our teams, with support from the numerous experts and leaders in their field from within the business and beyond.

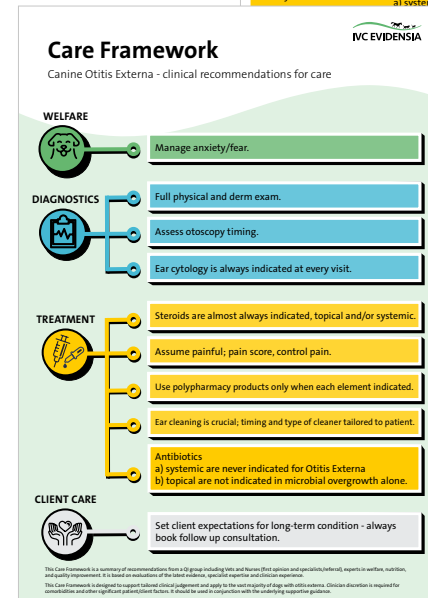
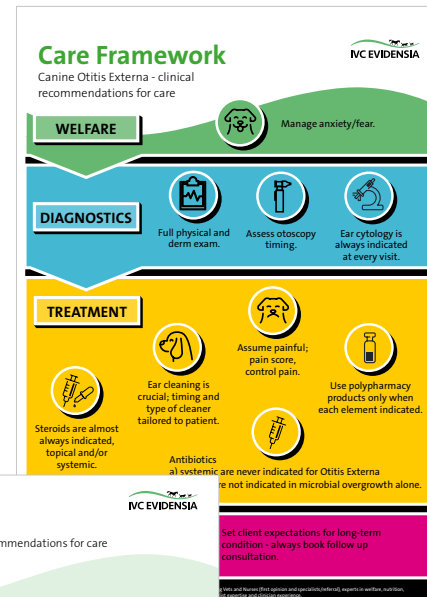
Our Care Frameworks now offer a unique and innovative tool, designed to support veterinary teams in delivering exceptional care at every stage of a patient's journey, while elevating the client experience and ease of working operationally. By providing a broader, evidence-based approach, we ensure that veterinary teams are equipped with the resources they need to improve patient care and job satisfaction, while continuing to uphold the highest standards of tailored care. They incorporate principles from Quality Improvement and Behavioural Science, enabling our teams to feel confident in improving clinical care in line with the most up-to-date evidence.

We have a programme designed to deliver 10 Care Frameworks within the year ahead, covering a variety of clinical presentations that are common in first-opinion practice, allowing us to improve the care of our patients on a global scale. We measure improvements using our clinical benchmarking programme, which is now aligned with the recommendations within the Care Frameworks so teams can directly measure their progress in improving care.

The Care Framework delivery programme is aligned with our internal learning and development strategy, ensuring that any potential skills gaps relevant to a specific Care Framework will have training delivered to support the framework launch. We are also aligning our research strategy around supporting their development and longer term looking to fill evidence gaps where they appear within the evidence base.

“At the heart of our Care Frameworks is a commitment to delivering exceptional, evidence-based care that truly makes a difference. By integrating expertise, clinical research and the practical experiences of our teams, we are revolutionising veterinary practice. Our ambition is to improve patient outcomes, streamline workflows and enhance the client experience in every interaction. Care Frameworks are not just tools: they are the foundation of a better future for veterinary care – focused on compassion, innovation and measurable impact.”

Laura Playforth, Group Quality Improvement Director



CASE STUDY

EFFECTIVE OTITIS EXTERNA MANAGEMENT USING THE CARE FRAMEWORK

Patient overview: ‘Max’, an 11-year-old neutered male West Highland White Terrier, presented with a recurrent ear issue. Max had a history of ear problems and ongoing management for suspected allergies. Max was seen at Avenue Vets in Malvern for a new bout of otitis externa (ear inflammation).

Diagnosis and treatment: Following the Care Framework, the decision was made to perform ear cytology to better understand the underlying cause of the ear inflammation and discharge. The cytology, conducted by a nurse while the vet continued with the consultation, confirmed the presence of only a few bacteria. This finding indicated that antibiotics were not necessary.

The results were important in guiding treatment, following recommendations from the Care Framework. Initial treatment of a cleaner, alongside steroid ear drops and tablets to address inflammation and discomfort was prescribed to address the symptoms. Repeat check-ups, as indicated in the Care Framework, showed that Max was much improved a few days later, with no signs of discomfort or irritation.

Outcome and reflection: This case underscores the critical role of ear cytology in accurately diagnosing and treating otitis externa. Ear cytology enabled the tailoring of treatment and helped avoid unnecessary antibiotics. It illustrates how such diagnostic tools improve diagnostic accuracy and enhance patient outcomes. Ultimately, the use of ear cytology contributes to better decision-making and overall quality of care in veterinary practice.

LOOKING FORWARD

We plan to roll out the Care Frameworks across a number of our markets after our success within the UK.

Clinical quality standards

As we grow and develop as a global leader in veterinary care, we recognise that clinical quality assurance is essential to ensure consistently high standards of care and optimal patient outcomes. By systematically evaluating and monitoring clinical processes, quality assurance helps identify areas for improvement, reduce variability in care and enhance patient safety. It fosters a culture of accountability, evidence-based practice and continuous learning among veterinary teams. Key benefits include improved treatment outcomes, reduced complications, better client satisfaction and enhanced team collaboration. Ultimately, clinical quality assurance promotes trust and confidence in veterinary care, ensuring that pets receive outstanding care. Not all of the markets we operate within have an external quality assurance scheme available and so our innovative teams in the Netherlands have sought to develop our own internal scheme.

Q CASE STUDY

IMPROVING CLINICAL QUALITY STANDARDS IN THE NETHERLANDS

Clinical leadership teams in the Netherlands have developed an internal clinical and professional standards quality assurance scheme known as the Clinical Quality Framework. This is an innovative approach designed to elevate the standard of veterinary care across multiple countries. Developed by a working group of front-line and referral teams, along with heads of respective disciplines, all clinics will work towards these standards. The key focus areas include clinical governance, quality improvement, welfare, infection prevention and control, and multidisciplinary team collaboration, alongside clinical topics such as anaesthesia and pain management, and surgery and dentistry.

Key components of the scheme:

Knowledge sharing and training

- To ensure continuous improvement, the scheme delivers regular interactive knowledge-sharing sessions. Each session focuses on one or two clinical standards, providing a deep dive into crucial topics designed to encourage open dialogue among the veterinary teams.

Self-audits, benchmarking and continuous monitoring

- Veterinary clinics participating in the scheme are required to conduct regular self-audits, allowing for real-time analysis and benchmarking across clinics while promoting accountability and growth and development.

Evidence-based approach

- The scheme adopts a data-driven, evidence-based approach to clinical governance. Clinics have access to a dedicated online hub, where they can review and reference clinical quality standards, providing a central resource to ensure alignment with best practices. Regular mortality and morbidity reviews offer invaluable insights into patient outcomes and complications, helping foster a culture of learning from both successes and challenges and supporting better clinical decision-making.

By combining structured standards, continuous learning and data-driven auditing, this Clinical Quality Framework will, in the future, be rolled out across multiple countries where there

is not already an external quality assurance scheme, ensuring that veterinary practices maintain high levels of care and professional standards, while promoting a culture of excellence.



Protecting patient welfare

Patient welfare is at the heart of our business and is the driving force for our veterinary teams. Through our dedicated central Welfare team, we are committed to continually supporting our veterinary teams to enable the best of animal welfare outcomes, as well as providing support for animal owners and keepers. But our reach goes beyond our own clinics with our Welfare team working to support and promote animal welfare for all animals through our welfare engagement with other stakeholders, including charities and regulatory bodies, and our provision of welfare materials for the wider profession.

Our dedicated Welfare team promotes welfare for all animals through its work to support charities, regulatory bodies and the wider veterinary profession

Advocating improved welfare

Sadly, there are times when animals are not well cared for and animal abuse occurs, and veterinary teams are left picking up the pieces when it does. We continue to provide support in such cases to the entire UK profession via our Non-Accidental Injury helpline. We promote this via QR code stickers, with our ambition being to ensure that every UK veterinary practice, no matter who they are owned by, has stickers available to them to help easily access this free-of-charge resource. The service we provide is highly valued by the profession, not least because of its availability 24/7. We continue to receive referrals on a frequent basis and, whether that referral comes at 2pm or 2am, veterinary professionals know that our support is always there. We provide training on a global basis and are constantly looking to find ways in which we can expand our support more widely, both in the UK and further afield. We are currently looking at whether it would be possible to offer support to social workers working with families suffering abuse, to provide them with a better understanding of the effects of animal abuse on the family, as well as improving cross-referral pathways for such concerns.

The expertise of the IVC Evidensia Welfare team has been demonstrated most, however, in the last 12 months in dealing with the UK ban on American XL Bully dogs. From the initial concept of the ban – where our Group Head of Animal Welfare gave advice to the UK Parliament in respect of the effects of the proposed ban – to responding to well over 2,500 bespoke requests for advice from our teams on the ground, we have ensured that IVC Evidensia is known as a reliable source of independent expert advice, knowledge and support.

Improving the patient experience

We want to make a visit to the vets as stress-free an experience as possible. If we can help to reduce stress and anxiety, we know that it will contribute to better treatment outcomes, as well as encouraging owners to bring their pets to us for treatment earlier. We work closely with our teams to share guidance on how to improve the experience of both patients and owners, from waiting room to consultation room and hospitalisation facilities, and also provide training on stress-free handling and identifying pets that may need more support. One of our key measures is the number of clinics providing species-specific waiting rooms, with a target for these to be provided in 75% of our clinics by 2030. Our latest review showed that 53% of clinics have these facilities.

In Canada, Headon Forest Animal Hospital recently renovated its reception area and created a separate cat zone to enhance care and experience for feline patients and their owners. Located in Burlington, Ontario, the practice is Fear Free certified and proudly holds a gold-certified Cat Friendly Practice (CFP) status.



In France, a dedicated working group has produced resources to help our clinics improve the experience for cat patients, including a guide to making clinics more cat friendly and a poster on understanding cats' welfare needs. Currently, there are cat-friendly facilities in 60 French clinics, with many others working on this area.

In the year ahead, our French teams will be trialling a new pet experience framework, focused on providing detailed guidance and training to improve the pet and owner experience from the journey to the vet, through diagnostics and treatment, and back home again.



In the UK, Millpark Vets created a dedicated 'cosy cat corner'.

CASE STUDY

STRIDING FORWARD TO IMPROVE WELFARE IN THE UK HERD

IVC Evidensia is a co-founder of **Stride**, an initiative seeking to improve dairy cow mobility to reduce lameness in the national herd. The aim is to educate everyone involved in mobility on farms with best practice, and to collaborate with all the various stakeholders, from producers to vets, to buyers and the public, to continue to improve mobility on UK farms.

We have run six large on-farm events with over 400 farmers in attendance, to discuss ways to approach this as a sector.

Key aims are clearer allocation of responsibilities, improved skills development, better appreciation of the consequences and benefits and embracing the new technologies that can make a difference on farms.



Infection prevention and control (IPC)

Over the past five years, there has been an increasing global awareness of the many consequences infectious diseases and antibiotic resistance may have. It has also been evident that human health is also impacted by the choices made in veterinary care. We aim to be pioneers in IPC within veterinary care. Our IPC programme, encompassing all the major activities of a modern veterinary clinic, aims to prevent veterinary care being associated with infections and zoonotic diseases, as well as the further spread and development of antibiotic resistance.

IPC Ambassadors and self-assessment tools

An important key to success in IPC is local leadership and ownership. We have set the goal of 75% of our clinics having IPC Ambassadors, and we have now achieved this in Sweden, Norway, Finland, Denmark, Germany, Switzerland and the Netherlands. On a Group level, this means 45% of our small animal and equine clinics now have an IPC Ambassador.

75% of clinics with IPC Ambassadors in Sweden, Norway, Finland, Denmark, Germany, Switzerland and the Netherlands

The self-assessment tool, launched in 2021, continues to be valuable for our clinics and hospitals. By identifying strengths and shortcomings, practice teams can prioritise their actions and work together to ensure they are doing all they can to maintain IPC standards.

CASE STUDY

INFECTION PREVENTION MONTH UK 2023

During October every year, healthcare staff all over the world mark Infection Prevention Week. In the UK, we decided last year to extend this to a month of increased awareness around IPC with a focus on *Environmental hygiene*. The aim was to drive more attention to our long-term project of converting practices to more sustainable cleaning and disinfection, using high-quality microfibres to clean without the use of chemicals, accompanied by strategic disinfection to hinder transmission of germs. As a bonus, the increased awareness on IPC also led to an impressive 33% increase in IPC Ambassadors across the UK during the month.



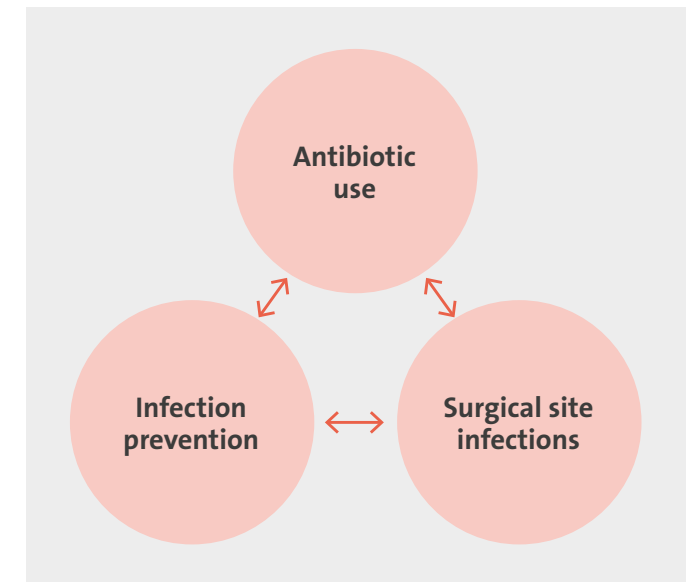
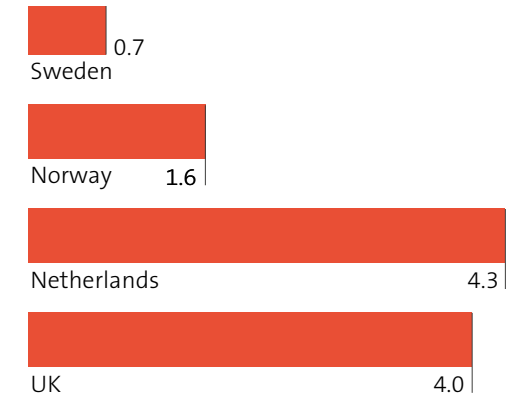
Reducing surgical site infections

Post-operative infections, including surgical site infections (SSIs), are well-known risks after surgery. By ensuring IPC standards are observed, risk can be minimised. Monitoring SSI rates over time provides an indicator of IPC effectiveness as we work towards our goal of less than 5% SSIs within 14 days after neutering of healthy dogs and cats. We are proud to have achieved this in all countries with automated SSI reporting, currently covering more than 60% of our clinics.

23% reduction in preventive antibiotic use during neutering procedures in the UK, while simultaneously cutting the SSI rate by 17%

Achieving these 2024 goals is reassuring, particularly given our earlier concerns about the potential challenge of maintaining low SSIs while further reducing antibiotic usage. In 2023, we reported a reduction in preventive antibiotic usage during neutering procedures in the UK by 15% while simultaneously decreasing the SSI rate. This year, we can proudly report a further decrease of 23% in preventative antibiotic use, while also showing a decrease in SSIs by 17% since last year. This further illustrates the effectiveness of our IPC programme and antibiotic stewardship strategies.

Surgical site infections (SSI) in neutered dogs and cats as a percentage of the total number of neuterings yearly (2024)



Affordability and accessibility

The profound benefits of animal ownership are well documented and the bond between an animal and its owner can be life changing. We are dedicated to providing contextualised care for our animal patients. Through our work with charities and the provision of the Care Fund we are able to support thousands of animal owners to provide the best of health and welfare for animals. Our clinicians are supported to provide contextualised care to each owner, and our quality improvement initiatives, including the Care Frameworks as well as access to professional colleagues in specialist disciplines including Clinical Boards, give all colleagues access to the most relevant support and information to make informed choices with animal owners every day.

Making veterinary care more affordable through pet health plans

Our pet health plans provide owners with knowledge and resources to better care for their pets, supporting regular vaccinations and anti-parasitic treatments, aiding early diagnosis and treatment, and promoting a healthier pet community. The structured spread of healthcare costs makes pet healthcare more affordable for owners, and the focus on ongoing well-being helps to avoid sudden, unexpected treatment costs.

We now have over 950,000 pets on health plans in the UK (including bespoke practice plans), along with 5,000 in Ireland and 23,000 in the Netherlands.

Our pet health plans support regular vaccinations and anti-parasitic treatments, aiding early diagnosis and treatment, and promoting a healthier pet community

We know that pets enrolled in the Pet Health Club are almost twice as likely to be vaccinated and 2.5 times more likely to receive preventive anti-parasitic treatments compared to those not on the plan. PHC Plus takes this a step further by providing even greater access to essential services, leading the shift towards more proactive pet care. The wellness screenings we introduced in the UK last year have already demonstrated the power of early detection, helping pets live longer, healthier lives.

Pet  Health Club

In early 2025, we will be launching a new, standardised, tiered Pet Health Club offering in the Netherlands, where we already have 23,000 active health plans. Pet Health Club is also being introduced nationwide in Canada. Both expansions reflect our commitment to offering affordable and proactive care to more pet owners globally.



Providing vital care through the IVC Evidensia Care Fund

As a large veterinary group, we remain highly aware of the financial pressures clients are under and the challenges that can bring when a pet develops a sudden severe illness or is injured in an unforeseen accident. The Care Fund continues to provide an invaluable resource for our veterinary teams on the ground to be able to help the clients in most need wherever in the business they may be found. From Finland to Portugal and from London to Toronto, the Care Fund has enabled our teams to help clients when they are most in need. 5,389 pets were saved through the Care Fund this year.

In 2024, we have introduced and launched our new Care Fund Veterinary Ethics Panel who help to review cases and advise on the best treatment pathways, including, where appropriate, engaging support from the specialist clinicians in our network to help create bespoke treatment pathways for the most sick patients.

From Finland to Portugal and from London to Toronto, the Care Fund has enabled our teams to help clients when they are most in need

OUR VETS FROM THE NETHERLANDS, SWEDEN AND SPAIN EXPLAIN WHAT THE CARE FUND MEANS FOR THEM, THEIR ANIMAL PATIENTS AND THEIR OWNERS:

“The Care Fund gives hope for vets to help less fortunate clients that really love their pets but cannot afford unexpected bills. In this particular case, the owner was a victim of a car accident and their dog was in the car as well. It made me feel very good to be able to help a long-term client and give the dog the care it needed to make a full recovery.”

“The cat had been missing for three months, presumed dead, but was found this weekend. The owner’s son is autistic and the cat means a lot to him. They rushed the cat into us for urgent care. It was great that we could treat the cat, so the son and the cat can continue to be together.”

“Thanks to the Care Fund we can help the people and the patients who need it.”

“This little patient would no longer be here if it weren’t for the Care Fund. For the vet and nursing team involved, this was a huge morale boost as we knew we could get him better and just needed the added financial support to do so.”

“He was a very young animal with an excellent prognosis, so this fund has been his salvation.”

“It is a great economic and emotional help for both the client and the veterinarian who can give options to patients who otherwise would not have them.”

“Thanks to the fund, the animal had a second chance.”

Providing animal charities and their clients with access to veterinary care

We lead the way in engagement with the charity sector, ensuring we help create innovative solutions to provide veterinary care when and where it is needed.

Across the world, our clinics work in partnership with animal charities, providing discounted veterinary care to enable vulnerable people to provide essential care for their pets, and also providing advice and training to the animal rescue charities themselves so that they can better support the animals in their care. Support has included providing advanced training in veterinary forensic investigative techniques to the RSPCA, or ethics support to StreetVet. In the UK, we have long-standing partnerships with over 1,000 animal-related charities and, in the last year, our teams donated veterinary care and advice worth over £800,000.

In the UK, we have long-standing partnerships with over **1,000** animal-related charities, and our teams donated veterinary care and advice worth over **£800,000** in the last year alone

LOOKING FORWARD

As we enter into 2025, we are examining ways to improve the way we track our charity partnerships in other countries across the Group, and to provide a standard discount structure, along with additional knowledge transfer and educational benefits for our charity partners.

One Health

One Health recognises the interconnections between the health of people, the health of animals and the health of the environment. Our veterinary teams are engaged in One Health every day through disease surveillance and zoonotic disease control, through our work with farmers to maintain health and welfare of food-producing animals, supporting human food safety and security, reducing antimicrobial resistance and supporting ecosystem health through prudent use of medicines. We reduce waste and raise consumer awareness of sustainable approaches to animal ownership, while supporting the benefits of animal interactions on human mental health through our initiatives on accessibility and affordability of veterinary care to help maintain the vital bond humans have with animals.

The IVCE Research Fund helps ensure our actions are based on the best scientific evidence, and we use our scale and influence to raise awareness in the profession and among animal keepers to multiply the effects of those actions. Within our recently revamped research funding, we have allocated funding to specifically target research in a One Health area that is of importance to our clinical teams.

Some of the topics under the One Health agenda are covered in the Planet section of this report, specifically related to our work to ensure responsible use of pharmaceuticals and to cut clinical carbon emissions and waste.



⁹ Ljungquist et al, 2023: Antibiotic Use in Dental Care of Dogs, Cats and Rabbits in Sweden.

¹⁰ Ljungquist et al, 2024: How low can you go? Antibiotic use in Swedish dogs with gastroenteritis.

¹¹ European Network for Optimization of Veterinary Antimicrobial Treatment.

Antibiotic stewardship

Antibiotic resistance (AMR), the silent pandemic of our time, is a major threat to both human and animal health. IVC Evidensia is aiming to eliminate all unnecessary use of antibiotics, using tools provided to our staff within the framework of our Antibiotic Stewardship Programme (ASP). We continue to expand our ASP leadership structures, both nationally and regionally, providing the ASP representatives with vital support and further facilitating our battle against AMR.

As we begin to monitor antibiotic use in more markets, we expect to see some short-term impact on KPI trend data. As antibiotic stewardship programmes are established in each market, we would expect to see progress towards our target for antibiotic prescriptions and treatments to be reduced to 5% of outpatient consultations by 2030.

By monitoring antibiotic use, through automatic surveillance reports, we can measure and analyse the efficacy of our ASP efforts within the Group. During the last year, we have implemented automatic antibiotic usage monitoring in Germany, in addition to the already enrolled countries: Sweden, Norway, UK and the Netherlands.

Local and systemic antibiotic treatments and prescriptions in outpatient care as a percentage of the total number of patient visits yearly

	2022	2023	2024
Sweden*	7.6	6.6	6.2
Norway	8.1	5.9	5.5
UK	10.8	9.1	7.7
Netherlands	18.8	16.6	13.9
Germany	–	–	20.9
Ireland	–	–	15.2

* Data re-stated to reflect improved monitoring process.

We continue to improve educational support and focus on areas where patient load is significant, antibiotic use varies substantially between countries (for example dental disease, diarrhoea and skin/ear inflammation) and there is evidence for the efficacy of non-antibiotic treatment regimens. We have previously published benchmark data to support prudent use in dental care⁹ and this year, we presented new figures for antibiotic use in dogs with vomiting and diarrhoea¹⁰. For each focus area, we have created tools to be used in daily clinical work. We aim to achieve synergetic effects with other quality improvement initiatives such as IVC Evidensia Care Frameworks.

In the UK, antibiotic use in dental disease is down 20% with a concurrent 8% decrease in post-treatment infection rates

Increasing focus on improving dental care, along with a general raised awareness of prudent antibiotic use within our Group, has resulted in a significant decrease in both preventive antibiotic use in dental disease and infection rates following dental procedures. For instance, in the UK the total amount of antibiotics used in dental disease is down 20% with a concurrent 8% decrease in post-treatment infection rates. In Sweden, where the antibiotic use is below the benchmark of 5% already, the decrease in antibiotic use has been more modest (12%) and the improved knowledge among staff about dental disease has instead showcased in a decrease in the post-treatment infection rate of an impressive 24%.

“During 2024, we proudly presented a new global benchmark for one of the most important focus areas, canine gastroenteritis, providing the possibility to significantly impact overall use of antibiotics within the Group.”

Ditte Ljungquist, Group ASP Coordinator



PHASING OUT ANTIBIOTICS IN DOGS WITH CHRONIC DIARRHOEA

During 2024, Willow Vet Group managed to decrease their overall antibiotic use by an impressive 26%, representing one of the largest reductions in antibiotic use across our UK clinics. One focus of the past year has been on antibiotic use in chronic diarrhoea. Supported by the recent changes in the under care and clinical examination requirement in the UK, weaning off long-term use of antibiotics has gained attention. In addition, based on clinical experience and the latest recommendations from ENOVAT¹¹, light has been shed on the fact that there are very few indications where antibiotics are considered best practice in treatment of chronic diarrhoea.

Michelle Bacon, ASP representative at Willow Vets, explains: *“Without a diagnosis that requires antibiotic treatment, we simply don’t allow any continuation of long-term antibiotics, and we have now managed to wean off all our chronic treatments with metronidazole/antibiotics now.”*

Instead, the team at Willow Vets has explored a detailed non-antibiotic treatment regimen for these cases, including extended diagnostic examinations to rule out different underlying causes such as food intolerance, parasitic infections, autoimmune diseases, chronic inflammations and malnutrition. Instead of antibiotics, these patients are typically treated with a combination of pro-biotics, dietary adaptations and anti-inflammatory medicines when indicated. *“Although I was initially apprehensive about client response, following successful treatment outcomes, the feedback has been positive,”* Michelle concludes.

Raising awareness within the profession and with pet owners

Every November, the Responsible Use of Medicines Alliance – Companion Animal & Equine (RUMA CA&E) organises the Antibiotics Amnesty for the veterinary profession in the UK. The aim is to encourage clients to bring any unused or unwanted antibiotics to veterinary practices, ensuring that they are disposed of correctly. All IVC Evidensia practices are encouraged to take part to further help us to achieve our targets for antibiotic use, to support in educating clients on AMR and why antibiotics may not be prescribed, and to explain the importance of returning un-used medications for safe disposal.

During London Vet Show 2023, we marked the partnership with RUMA CA&E by distributing over 1,000 fridge magnets with QR codes, giving access to a social media toolkit for the profession to help educate clients about AMR, so that the important message can be spread all year round.

“We’re so pleased that delegates at London Vet Show responded so positively to the magnets and we trust that the social media toolkits are already doing some good in educating clients about the dangers of AMR. We hope that these resources continue to give vet professionals the necessary long-term support they need to encourage more responsible use and safe disposal of medicines in the future.”

Gwyn Jones, RUMA CA&E Chair



“Our practice teams welcomed the opportunity to have meaningful conversations about responsible antimicrobial use; educating clients for the future, safeguarding animal and human health, and our environment, and highlighting sustainability issues too.”

Kelly Lee, Regional Veterinary Director, IVC Evidensia UK

→ LOOKING FORWARD

To stimulate advances in both IPC and antibiotic use, we will continue to recruit more IPC Ambassadors and ASP representatives, supported by further educational tools. We will continue to expand our automated antibiotic usage reports to more countries in the Group.

🔍 CASE STUDY

INSPIRING REDUCTION IN OVERALL ANTIBIOTIC USE AT EVIDENSIA SPECIALISTDJURSJUKHUSET STRÖMSHOLM

Decreasing antibiotic use in larger referral hospitals can be challenging due to the severity of disease these patients experience. With that in mind, the gradual decrease of 23% made by the team at Evidensia Specialistdjursjukhuset Strömsholm in Sweden over the past three years is impressive.

By using classical ASP strategies such as daily antibiotic rounds, improved diagnostic tools, use of patient chart templates and regular case discussions for different focus areas, as well as implementing non-antibiotic treatments on a wider scale, the team has successfully managed to identify and address common pitfalls where there might be a risk of overuse and misuse of antibiotics.

“By discussing the treatments of all ward patients and possible indications for antibiotic treatment (or not) on a daily basis, we have really managed to increase awareness in everyday practice and thereby work towards a gradually more prudent use of antibiotics – not just the number of patients receiving antibiotics but also including improvements in choice of antibiotic substance and treatment durations.”

Sofie Ödling, ASP representative at Strömsholm



Q CASE STUDY

SUPPORTING REDUCTION IN ANTIBIOTIC USAGE IN FARM ANIMALS

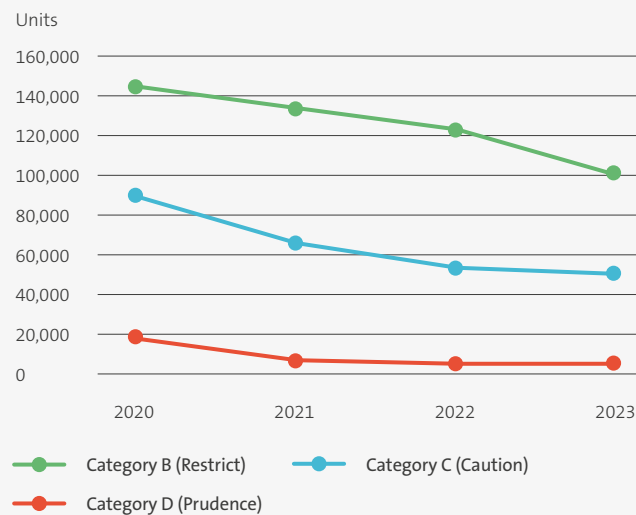
By continuing to support and enhance the Vet–Farmer relationship and invest in technology to improve the speed of detection of disease, our Farm vets are reducing antibiotic use. By aiding farmers in adopting better animal husbandry practices such as improved hygiene, nutrition and biosecurity measures, and making best use of the data available on farms to aid in decision making, animal health and welfare has been improved. The reduction encourages the development of alternative treatments and preventive methods, such as vaccines and probiotics, along with using technology to drive efficiency and progress in the agricultural sector. Overall, this shift represents a positive move towards more sustainable, responsible and future-proof farming practices in the UK.

The overall quantity of antibiotics used by veterinary surgeons and farming clients within our UK Farm division continues to reduce, with a 16% year-on-year reduction (between 2022 and 2023), and this is part of a continuing trend, with usage falling by 38% since 2020.

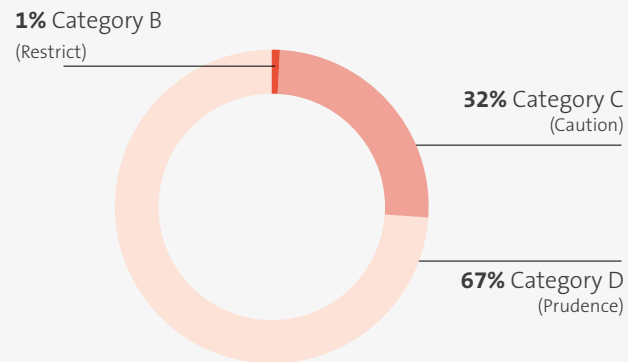
Of particular note is the very impressive reduction in the use of Category B antibiotics – critically important antibiotics for human medicine, down 88% over four years.

Between 2020 and 2023, our UK Farm vets have cut antibiotic use by 38%

2023 antibiotic usage split by category



2023 antibiotic usage split by category



Innovative health solutions

Clinical research

Throughout 2024, we have developed a research strategy that both supports our team’s career development and ensures that IVC Evidensia increasingly focuses on delivering impactful clinical evidence, supporting our One Health commitments.

During 2024, we funded a record number of internal research grants through the IVC Evidensia Research Fund

During 2024, we awarded funding to 35 research projects throughout the Group, totalling nearly £180,000 of investment and taking the total number of projects funded through the IVC Evidensia Research Fund to over 100. A wide range of topics were funded, from innovative approaches for treating renal disease to exploring the diagnostic possibilities presented by artificial intelligence. The number of overall research projects being reported has also grown considerably, from 259 a year ago to 389 today, including 194 researchers in 12 countries within the Group.

SUPPORTING CLINICAL RESEARCH

35

research projects funded

83

presentations funded at 27 conferences

64

peer-reviewed publications funded

We have also enjoyed real success on the road, with the IVC Evidensia Research Fund awarding financial support for our team to deliver 83 presentations of their research findings at 27 conferences across the globe. Perhaps most importantly, we are seeing our researchers convert their research findings into peer-reviewed publications, with IVC Evidensia awarding financial support for 64 publications this year in a series of prestigious journals.



Q CASE STUDY

EVALUATING THE IMPACT OF SCHWARTZ ROUNDS ON WELL-BEING

Amy Martin, Practice Director at Holly House Vets in the UK, sought to evaluate the impact of introducing Schwartz Rounds in her veterinary practice. Schwartz Rounds, originally developed in human healthcare settings, seek to provide a forum for clinical and non-clinical colleagues to discuss the emotional aspects of their roles within a supportive environment. They provide emotional support, foster compassion and understanding among teams, and ultimately contribute to enhancing patient care. She found that once Schwartz Rounds were established in her practice, over 90% of participants had a better understanding of how colleagues feel about their work, fostering an environment of improved well-being and reduced risk of moral injury. Her findings have been published in *The Veterinary Nurse*, supported by the IVC Evidensia Research Publication Fund.



Amy Martin, Practice Director at Holly House Vets, authored a paper on Schwartz Rounds.

➔ LOOKING FORWARD

From the October 2024 round of project funding, we will be starting a Case Report Fund, which will enable our clinicians to conduct further investigations for cases they feel are of particular interest to the wider veterinary community. We will also be introducing funding levels to our research project fund: the Starter, Established and Major funds. The aim is to provide a clear progression ladder for our researchers, allowing novel ideas to be initially explored right through to ambitious studies that seek to make a considerable impact across the profession.

As global leaders in veterinary clinical research, we recognise the importance of research for encouraging clinical quality improvement. As an integral part of our clinical strategy, we are increasing our investment to establish a Research and Quality Improvement team, which will work to accelerate the rate at which new clinical evidence is embedded into routine clinical practice. This team will also form a key part of our goal to encourage and foster research collaboration, both within the Group and with external partners, aside from providing the day-to-day support our researchers may need.

IVC Evidensia sustainability KPIs and targets

The data reported below covers IVC Evidensia’s financial year to 30 September 2024 and all of our owned operations, unless otherwise stated.

KPI	Metric	Data coverage	Target	Our performance	
				2024	2023
People					
Gender diversity	Percentage of women in senior roles ¹²	Group	By 2025, to have 50% of senior roles filled by women	53%	50%
Ethnic diversity	Number of vet and nurse scholarships funded for students from ethnically diverse backgrounds	UK	By 2025, to have funded 50 vet scholars and 15 nurse scholars from ethnically diverse backgrounds	55 (40 vet and 15 nurse)	47 (37 vet and 10 nurse)
Well-being	Number of countries with well-being programmes in place	Group	Continue to support colleague well-being in all our markets	20 markets	20 markets
Clinical and professional development	Number of days of online and face-to-face learning as part of internal L&D programmes (does not include external clinical and professional development)	Group		33,733	23,813
Employee engagement	Percentage of employees taking part in annual Global Employee Survey	Group		75%	75%
Safety	Accident incidence rate per 1,000 employees	Group		143	122
Supply chain standards	Percentage of Group suppliers (by spend) signed up to IVC Evidensia Supplier Code of Conduct	Group	By 2025, suppliers representing at least 95% of centrally contracted spend to have signed the IVC Evidensia Supplier Code of Conduct or provided their own	90%	89%
Community investment	Number of IVC Evidensia Local Community Grants awarded	Group		221	219
Planet					
GHG emissions ¹³	Group Scope 1 carbon emissions	Group	By 2030, reduce absolute Scope 1 and 2 emissions by 50%, and Scope 3 emissions by 30%	41,015 tCO ₂ e	43,746 tCO ₂ e
	Group Scope 2 carbon emissions	Group	By 2050, reduce Group emissions to net zero ¹⁴	5,405 tCO ₂ e	5,438 tCO ₂ e
	Group Scope 3 carbon emissions	Group		469,393 tCO ₂ e	453,936 tCO ₂ e
	Percentage of renewable electricity purchased	Group	By 2030, 100% of electricity purchased to be from renewable sources	85%	85%
Waste	Percentage of waste diverted from landfill ¹⁵	UK	By 2025, in the UK, achieve zero waste to landfill and increase our recycling rate for non-hazardous waste by 50%	100%	100%
	Percentage of non-hazardous waste recycled ¹⁵	UK		48% ¹⁶	46.8% ¹⁶
Patients					
Access and affordability	Number of patients treated using the IVC Evidensia Care Fund	Group	To treat 3,500 patients per year, using the IVC Evidensia Care Fund by 2025	5,389	5,021
Complications and outcomes	Total number of surgical site infections of dogs and cats neutered	UK, Sweden, Netherlands, Norway, Ireland	To reduce the total number of surgical site infections, as a percentage of dogs and cats neutered, to 5% by 2025	3.8	4.2
Experience of the animal	Percentage of sites with species-specific waiting room facilities	Group	To ensure that 75% of our clinics have species-specific waiting room facilities by 2030	53%	53%
Antibiotic use	Number of antibiotic treatments and prescriptions as a percentage of total outpatient consultations	UK, Sweden, Netherlands, Norway, Germany, Ireland	To reduce the total number of antibiotic treatments and prescriptions as a percentage of total outpatient consultations to 5% by 2030	10% ¹⁷	9.5%
Infection prevention and control	Percentage of sites with an IPC Ambassador	Group	To appoint a dedicated Infection Prevention and Control Ambassador to 75% of our clinics by 2025	45%	24%

¹² Senior roles defined as Board, Executive Committee and direct reports, Group Veterinary Medical Board (GVMB), Country Managers and direct reports, and Clinical Directors.

¹³ 2023 GHG emissions data restated following the collection of additional data streams for Scope 1 and/or 2 and updated Scope 3 calculation methodologies.

¹⁴ Scope 1 and 2 targets are aligned with a near-term 1.5C science-based rate of decarbonisation, validated by SBTi from a 2022 base year.

¹⁵ Veterinary sites and offices where waste is managed directly by IVC Evidensia.

¹⁶ Restated to include all recycling streams including office paper and medical blister packs.

¹⁷ 2024 data now includes data from Germany and Ireland, which was not included in 2023.









Appendix: Stakeholder engagement

Stakeholder views are crucial in shaping our approach, and we aim to ensure their concerns and interests inform our sustainability strategy and initiatives. The table below describes our key stakeholder groups and how we engage with them on sustainability issues.

Stakeholder group	Key ESG interests	Engagement and outcomes
Employees	Quality of care Animal welfare Safety and well-being GHG emissions Waste and recycling	We update our employees on sustainability issues via regional summaries of our Positive Pawprint Report, which are translated into all major employee languages, and quarterly Positive Pawprint video newsletters. The Positive Pawprint webinar series provides access to expert speakers on a wide range of sustainability topics. Our UK Beyond the Clinic podcasts also addressed issues such as sustainability in farming. We encourage feedback via email and our sustainability chat forum. Our Positive Pawprint and Positive Hoofprint Toolkits provide detailed guidance for clinic teams to help them embed sustainability in their daily operations.
Customers	Quality of care Accessibility and affordability of care	We continually look to improve access to care for our customers. Innovative clinical approaches such as our care frameworks and wellness testing, as well as using artificial intelligence (AI) technology to improve patient care. The IVC Evidensia Care Fund provides access to life-saving care for the animals of customers who could not otherwise afford it. Our pet health plans, offered in the UK, Ireland and the Netherlands, focus on ongoing preventive maintenance of animal well-being and help customers pay for the regular care their pet needs in a more manageable, affordable way through monthly subscriptions.
Suppliers	Waste reduction Antimicrobial resistance and medicines management Climate risk and GHG emissions	We partner with our suppliers to achieve our shared sustainability goals. We work with them on human rights, for example as part of our Supplier Code of Conduct, and on initiatives to reduce the environmental impact of products, specifically packaging waste and carbon footprint from our white-label products. A requirement for GHG reduction targets was included in contracts for key pharmaceutical suppliers this year and continues to be a focus for ongoing engagement.
Investors	Climate risk and GHG emissions Quality of care Diversity and inclusion Health, safety and well-being Business ethics and governance	We share periodic sustainability-related updates with analysts, investors and rating agencies, through one-to-one meetings and our sustainability reporting. We work closely with some investors on the development of our GHG targets and climate strategy.
Government and regulators	Quality of care Business ethics and governance	Group Veterinary Medical Board and National Clinical Boards in each market communicate with their respective regulators to ensure we continue to deliver leading standards of care and protect animal welfare, and our veterinary teams are supported in fulfilling their professional obligations.
Community	Animal welfare Affordability of care	Our vets play active roles in their local communities, and we support this through the IVC Evidensia Local Community Grants Fund and encourage national charity partnerships, such as the UK partnership with StreetVet. We have strategic partnerships to support national animal welfare, and initiatives such as our Non-Accidental Injury helpline are made available to the wider veterinary community.

Appendix: Alignment to UN Sustainable Development Goals

Our Positive Pawprint strategy enables us to support the UN Sustainable Development Goals (SDGs). The table below indicates how our sustainability commitments align to specific SDGs and targets.

	IVC Evidensia commitment	UN Sustainable Development Goals							
		 3 GOOD HEALTH AND WELL-BEING	 4 QUALITY EDUCATION	 5 GENDER EQUALITY	 7 AFFORDABLE AND CLEAN ENERGY	 8 DECENT WORK AND ECONOMIC GROWTH	 10 REDUCED INEQUALITIES	 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	 13 CLIMATE ACTION
Caring for People	By 2025, to have 50% of senior roles filled by women			5.5		8.5	10.2		
	By 2025, to have funded 50 vet scholars and 15 nurse scholars from ethnically diverse backgrounds		4.5				10.2		
	By 2023, to have established well-being programmes in all our markets	3.4							
	Continue to support employee development, from graduate placements to Academy training and leadership		4.4						
	Empower our teams to play an active role in our local communities, through IVC Evidensia local community grants fund and charity partnerships	3.4							
	By 2025, suppliers representing at least 95% of centrally contracted spend to have signed the IVC Evidensia Supplier Code of Conduct or provided their own							12.7	
	Continue to improve safety standards					8.8			
Caring for Planet	By 2030, reduce absolute Scope 1 and 2 emissions by 50% and Scope 3 emissions by 30%. By 2030 reduce Group emissions to net-zero					8.4			
	By 2030, source 85% of energy from renewable sources				7.2				
	By 2025, in the UK, achieve zero waste to landfill and increase our recycling rate for non-hazardous waste by 50%							12.5	
Caring for Patients	To treat 3,500 patients per year using the IVC Evidensia Care Fund by 2030	3.8							
	To reduce the total number of surgical site infections, as a percentage of dogs and cats neutered, to 5% by 2025	3.3							
	To ensure that 75% of our clinics have species-specific waiting room facilities by 2030	3.4							
	To reduce the total number of antibiotic prescriptions as a percentage of total outpatient consultations to 5% by 2030	3.3, 3.8							
	To appoint a dedicated IPC Ambassadors to 75% of our clinics by 2025	3.9, 3.3							

Appendix: CSRD-aligned double materiality assessment

The EU Corporate Sustainability Reporting Directive (CSRD) requires a shift from previous sustainability materiality assessment processes and reporting outputs. Instead of a materiality matrix of prioritised sustainability topics, the CSRD-aligned double materiality process serves to develop a list of material ESG-related impacts, risks, and opportunities (IROs) that require mandatory public reporting, with the overall objective to help companies refine and develop their strategy and identify appropriate policies and activities to implement it. As opposed to previous approaches, the double materiality assessment focuses both on the impact the company has on society and the environment, and how ESG topics affect IVC Evidensia’s financial performance.

Through a process of deep engagement with key identified stakeholders within the business and proxy data, including assessment of the full value chain, IVC Evidensia’s 2024 double materiality assessment has produced the list of material impacts, risks and opportunities that company must disclose against. Many of the ESG topics that stakeholders identified impacts, risks, and opportunities for are interconnected. In the year ahead, we will work with the Positive Pawprint Steering Committee, and our regional and functional leads, to agree an appropriate set of KPIs and workstreams to track progress and manage the material IROs. As an initial step, we will finalise a gap analysis and, where appropriate, revise our KPIs, targets and key workstreams to take our strategy forward from 2025. We will provide detailed disclosure in the coming years, but have summarised below the material IROs by European Sustainability Reporting Standards (ESRS) topic, with topics listed in order of the number of reportable IROs identified, in descending order.

2024 Summary of reportable impacts, risks and opportunities per ESRS topic

Topic	IROs above the materiality threshold (mandatory reporting)				Description
	Negative Impact	Financial Risk	Positive Impact	Financial Opportunity	
Own workforce					The importance of talent well-being for the business, covering areas including working hours and work-life balance, pay and compensation, equality and representation and career development.
Climate change					Rising temperatures represent physical risks for clinics, alongside opportunity to respond to increased veterinary care needs in some markets. Effective and scalable low-emissions solutions may be costly or still emerging. However, there are opportunities from the effective management of IVC Evidensia’s decarbonisation.
Business conduct					Issues include the importance of providing a high quality of care to our patients and their owners, responsible supply chain management and also the importance of ESG governance and regulatory compliance for corporate reputation and relations with investors.
Entity specific					Issues include the opportunities from high quality and infection prevention and control standards, and responsible stewardship of antibiotics. Also impact from trends in animal ownership or any future changes to veterinary medicines regulation.
Consumers and end-users					Issues identified included the importance of effective strategies to ensure veterinary care is widely accessible and affordable, the potential to have positive impact by advocating and educating on animal welfare, and also the importance of data security.
Circular economy					Impact of operational waste, especially microplastics, and opportunity from improvement of circularity.
Biodiversity and ecosystems					Impact of changing ecosystems and disease patterns on requirements for veterinary care. Importance for greater understanding of the impact of pharmaceuticals on local ecosystems to support strategies for responsible use and disposal.
Water and marine resources					Impact of water scarcity and droughts, notably within IVCE’s pharmaceutical and nutrition supply chains.
Workers in the value chain					Opportunity to positively impact workers in the value chain through policies and processes to support improved labour conditions and human rights.

Greatest number of reportable IROs ↑

Least number of reportable IROs ↓

Everyone has a role in helping us build **The Positive Pawprint** at IVC Evidensia.

We welcome your comments and feedback on this Sustainability Report.

Please email positivepawprint@ivcevidensia.com

