

The Positive Pawprint

Sustainability Report 2021





**Sustainability Report
2021**

CEO and Management
Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline



Contents

IVC Evidensia’s journey towards creating positive impacts for people, planet and pets.

01	CEO and Management Statements	03
-----------	--------------------------------------	-----------

02	About IVC Evidensia	05
-----------	----------------------------	-----------

03	Positive Pawprint strategy	08
-----------	-----------------------------------	-----------

04	Caring for People	12
-----------	--------------------------	-----------

05	Caring for Planet	23
-----------	--------------------------	-----------

06	Caring for Pets	31
-----------	------------------------	-----------

07	Looking ahead	40
-----------	----------------------	-----------

08	Summary of KPIs	42
-----------	------------------------	-----------

About this report

The IVC Evidensia Sustainability Report covers the actions we have taken to develop and implement our Positive Pawprint strategy that launched in September 2020, covering all our owned operations.

The data included in the report covers IVC Evidensia’s financial year up to 30th September 2021 and all of our owned operations, unless otherwise stated.

While we have not used a specific reporting framework, we reference the multiple frameworks and best practice principles we have adopted in developing our strategy approach, including the United Nations Sustainable Development Goals (UN SDGs), and the Task Force on Climate-related Financial Disclosures (TCFDs).

We will continue to review this approach as we ensure to keep alignment with our overarching goals and desired impact. We have not sought assurance for this report.



01 CEO and Management Statements

Growing our company
as a force for good.





Sustainability Report 2021

CEO and Management Statements

- About IVC Evidensia
- Positive Pawprint strategy
- Caring for People
- Caring for Planet
- Caring for Pets
- Looking ahead
- Summary of KPIs
- Company Timeline



CEO Statement

I am delighted to introduce IVC Evidensia’s first Sustainability Report, and our Positive Pawprint strategy that supports our vision to build the world’s best veterinary group.

The Positive Pawprint means caring for people, planet and pets, while growing our company as a force for good.

We believe it is our responsibility to set and share new standards of sustainability in animal health.

We believe it is our responsibility to set and share new standards of sustainability in animal health. This not only responds to the interests of our customers and teams, but also to wider public and investor concerns around areas such as climate change, diversity and wellbeing.

The Positive Pawprint strategy stretches across all our operations from individual clinics and hospitals to the central teams and Board who are ultimately responsible for delivering various aspects of this initiative.

In this past year, as well as setting the new strategy, we have made positive moves in areas such as animal welfare and wellbeing, appointing a Group Animal Welfare Advisor to oversee the wellbeing of animals across the group. We launched our Non-Accidental Injury programme to help identify and deal with cases of animal abuse. In addition we established our Care Fund, a European first in the veterinary sector, which supports clients and veterinary teams experiencing difficult and stressful circumstances.

With the additional challenges from the COVID-19 pandemic, we increased our focus on employee wellbeing, identifying and training mental health first aiders. Our IVC Evidensia Academy continued to run professional and development training. We also launched an Ethnic Diversity Scholarship Scheme for students, to pave the way for a more diverse veterinary sector of the future.

We are making progress in addressing the environmental impact of our operations, focusing on waste management, sustainable energy and procurement.

I would like to thank our people across the business for their hard work and enduring commitment during a challenging year.

Their resilience and passion have helped our business succeed in supporting the health of thousands of pets and animals.

I now ask our teams to extend that commitment to our Positive Pawprint strategy and work together to provide a sustainable future.



Stephen Clarke,
Group Chief Executive Officer

Positive Pawprint Sponsor Statement

At IVC Evidensia we care every day - for animals, our clients, our colleagues, and for a better environment. We believe a sustainable approach to what we do is who we are.

For an innovative, entrepreneurial company like ours, transforming how we do things to embed sustainability is an exciting challenge.

For an innovative, entrepreneurial company like ours, transforming how we do things to embed sustainability is an exciting challenge. It may not be easy, and we do not have all the answers yet. But it will force us to think differently, and to innovate.

Of course, many excellent activities are already happening at a local level across the company and we are keen to build on this. We understand the power we have when we come together

along with the benefits of sharing the knowledge and learnings we gain in one location, with the rest of the group.

Moreover it will add value, respond to client, employee and investor needs, and support efficiencies in our business.

This year marks IVC Evidensia’s 10 year anniversary as a company. This report shows the progress we have made in that time and the direction of travel for the future.



Russell Trenter,
Group Chief Operating Officer

02 About IVC Evidensia





Sustainability Report 2021

CEO and Management Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline



IVC Evidensia is Europe's leading veterinary care provider based across 17 countries. We have a network of clinics, hospitals and out-of-hour centres employing over 28,000 people. We invest in our people, premises and processes to provide clinical excellence across the continent. Our belief is that the best veterinary clinics are those led by local teams, which is why we invest in the continuous professional development of our people, while offering clinical independence to allow them to deliver the highest quality pet care possible.

World-class veterinary care delivered locally

Founded in 2011, we have grown rapidly by offering vets, nurses and support teams a unique and innovative working environment, promoting the highest standards of care while retaining the flexibility of local service delivery. We build and implement common core support processes to ensure group coherency and transparency, leaving our clinics to focus on what they do best - putting pets and their owners first.

Caring is core to our success

Animal wellbeing is central to what we do. Our Clinical Boards focus on ensuring clinical excellence, patient safety, welfare, training, purchasing and disciplinary matters. From promoting the responsible use of antibiotics, to raising awareness of infection prevention and championing animal welfare issues, they are positioned to ensure that clinics continue to meet consistently high standards of care across the group.



1,742

Clinics and hospitals across **17** countries (UK, Ireland, Sweden, Norway, Denmark, Finland, The Netherlands, Belgium, Germany, Switzerland, France, Spain, Portugal, Poland, Czech Republic, Canada and USA)



**UK
THE NETHERLANDS
SWEDEN**

UK, The Netherlands and Sweden (1,392 clinics) are our three biggest markets



28,077

Team members across Europe including **8,019** vets and **10,447** nurses



204

Referral centres, referral hospitals, out-of-hours sites and sites offering referral services



>6.5m

Pets are treated at IVC Evidensia clinics and hospitals per annum



24H

Every day, **365** days a year - on average we treat a patient every **8 seconds**



131

Total number of MRI and CT scanners the group had access to in July 2021



c£1,9b

2021 Annual Proforma Sales



15%

Like-for-like organic growth over past 12 months



Sustainability Report 2021

CEO and Management Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline




Purpose
Our purpose is healthy animals and happy owners



Values
We care
We dare
We share



Vision
Building the world's best veterinary group



Group Strategy
Acquire, Build and Create



Mission
Bringing people together to make animal care better



Customer Promise
World-class veterinary care delivered locally



03

Positive Pawprint strategy

3.1 Materiality

3.2 Stakeholders

3.3 Governance





Sustainability Report 2021

CEO and Management Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline



Creating a new sustainable future

At IVC Evidensia, caring is what we do and it's who we are. We work to protect the health and happiness of people and their pets, while reducing our environmental impact to promote a cleaner and more sustainable environment

Our Positive Pawprint strategy is the tool that helps us to do this. Our strategy is based on three pillars: People, Planet and Pets with 15 elements as illustrated. Our strategy takes us beyond becoming the best veterinary group in the world, to becoming the best veterinary group **for** the world.



The Positive Pawprint Growing our company as a force for good

Caring for People	Caring for Planet	Caring for Pets
Protect and promote the health and wellbeing of our teams	Transition our company toward net-zero climate impact	Deliver the highest possible standards of care quality and safety
Offer the highest standards of client care and communication	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	Continually grow our clinical knowledge and skills
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	Practice leading standards of chemical and pharma management	Collaborate with peers to innovate best practice on Antimicrobial Resistance
Governance Management, Transparency and Disclosure		



Sustainability Report 2021

CEO and Management Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline



As part of the development of our sustainability strategy, we have looked at best practice to identify material topics and indicators across key and relevant frameworks, namely: The Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB) standards and the World Economic Forum's common sustainability metrics. In order to create a solid data and analytics foundation, we have developed a comprehensive workstream that is collecting all necessary data across our international clinics, which we have used to inform our strategy, goals and KPIs.

We have begun to rally cross functional teams, communities, and the hard work of people across our business to bring this strategy to life.

With a rapidly expanding business made up of thousands of historically independent sites, bringing the IVC Evidensia group together to deliver this work has required a new mindset and sensitive approach.

While some elements are already well established, others are new or have been managed at a local level. We created a number of Positive Pawprint workstreams to rapidly create new structures and behaviours. These are helping us to: Build a solid evidence base, Evolve sustainable procurement, Optimise waste & recycling, Manage energy & resources and Develop applied sustainability training.

3.1 Materiality

To guide and support the development of our sustainability strategy, we undertook a materiality assessment to explore which environmental and social topics represent the most important risks and opportunities for the future of IVC Evidensia. Through qualitative interviewing and external peer benchmarking, we mapped their relative importance to our major stakeholder groups, especially our clinic teams, against their estimated impact on our business in the upcoming five years. As part of this process, we held focus groups

with veterinary practice teams across our largest markets and with senior leaders, supported by contextual insights from external stakeholders. At IVC Evidensia, we consider all the topics in our materiality assessment to be important, and we are taking, or will take, meaningful action in respect to all of them. This materiality assessment ensures a comprehensive approach and will help to inform sound prioritisation and communication where necessary.

Materiality Matrix





Sustainability Report 2021

CEO and Management Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline



3.2 Stakeholders

We identify our stakeholders as those that we affect and those who affect us. Our key stakeholder groups include our Employees, our Customers, Suppliers, Investors, Government and Regulators, Charities, Local Communities and NGOs. Views from our stakeholders are important in helping us to shape our overall approach and individual initiatives and we aim to ensure the issues, concerns and interest areas of stakeholders directly feed into our sustainability strategy and initiatives.

3.3 Governance

Our Positive Pawprint strategy is led by our Sustainability & ESG Director and The Positive Pawprint Steering Committee (SteerCo). The SteerCo is sponsored by our Chief Operating Officer, with representation from across the business and leads identified for each of our pillars: People, Planet and Pets. Our Chief Operating Officer holds accountability for sustainability issues at Executive Board level and our Group Chief Executive has overall accountability for sustainability on the Group Board.



The Board has been engaged throughout the development of the Positive Pawprint strategy and the SteerCo continues to provide regular updates on progress. Our ESG performance is also discussed in meetings between the Board and our primary investors EQT, Nestlé and Silverlake.

We have developed policies for the key aspects of our sustainability programme. These are referenced throughout this report and are published at ivcevidensia.com.

IVC Evidensia Code of Conduct

Our Code of Conduct outlines the high ethical and behavioural standards we expect of our people which include complying with legal requirements and acting with the best interests of our patients and clients. Sitting alongside this, the IVC Evidensia Ethical Statement outlines the values and responsibilities of our group to patients, their owners, our people, our colleagues and beyond. Our Positive Pawprint strategy is part of the work being undertaken to embed and develop these responsible behaviours across our rapidly expanding business.



04 Caring for People

- 4.1 How we care for our people
- 4.2 Supported, engaged teams
- 4.3 Learning and development
- 4.4 A diverse and inclusive workplace
- 4.5 Caring for clients
- 4.6 Supporting local communities





**Sustainability Report
2021**

CEO and Management
Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

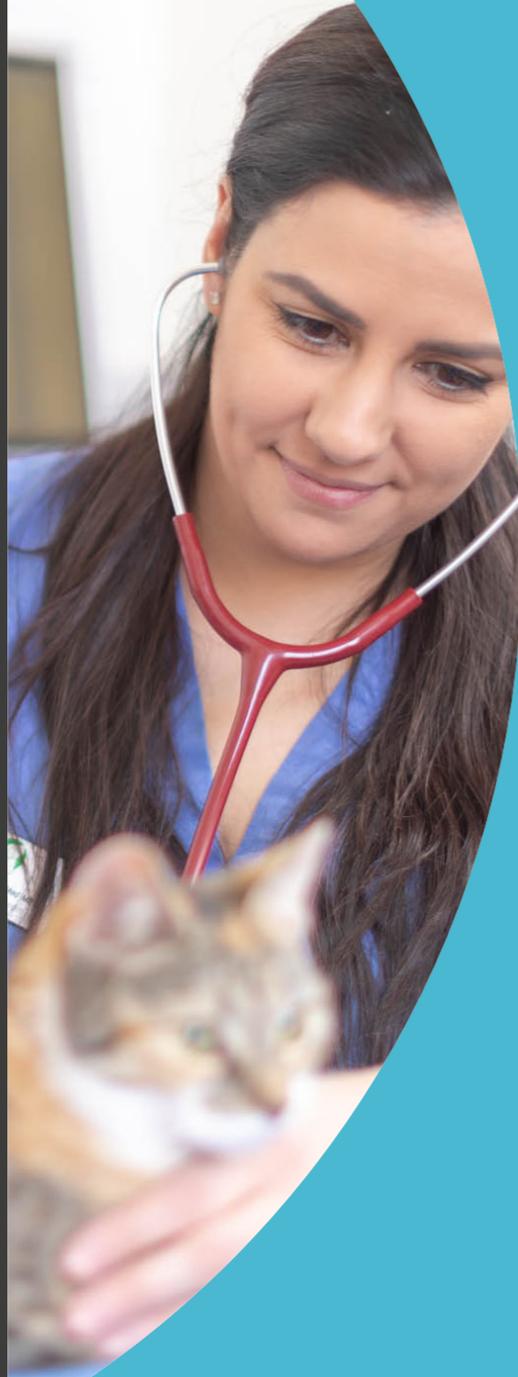
Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline



We commit to:



**Protect and promote
the health and
wellbeing of our teams**



**Create welcoming,
diverse and inclusive
workplaces**



**Ensure human rights
are respected across
our value chain**



**Offer the highest
standards of client care
and communication**



**Empower clinics to
contribute to their
local communities**



Relevant UN Sustainable
Development Goals

“As a company, we know that our most important asset is our people who provide outstanding care to our clients and their animals. That is why we pride ourselves on making IVC Evidensia a fun and rewarding place to work. We are focused on providing exceptional development opportunities, supporting the wellbeing of our people and promoting an inclusive working environment.

Our remarkable colleagues have shown incredible team spirit and resilience throughout the COVID-19 pandemic and have continued to provide world-leading veterinary care. We see it as our priority to take care of these talented clinical and support teams in return.”



Lisa King,
Group HR Director



Sustainability Report 2021

CEO and Management Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline



2021 Highlights

Rolled out the first wellbeing programmes across the Group with an initial focus on mental health support

Launched Ethnic Diversity Scholarship Scheme with our first cohort intake of veterinary and nurse students in September 2021



Created and distributed our first Supplier Code of Conduct

Relevant Policies:

Equality, Diversity & Inclusion Policy

Health & Safety Policy

Code of Conduct

Supplier Code of Conduct

Modern Slavery Policy





Sustainability Report 2021

CEO and Management Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline



4.1 How we care for our people

Our targets

By 2025, to have women in 50% of senior roles

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

By 2023, to have established wellbeing programmes in all our markets

By 2025, 50% of employees to engage with the learning managements system at least quarterly

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

To have provided 1,000 local community grants by 2025

We are here for animals, but people are the heart of our business. Veterinary work can be physically and emotionally tough and a highly stressful situation for both our people and clients, which is why we take care of our people’s health and wellbeing. This ensures they are able to manage the challenges of our work and that they have the support they need to deliver great care and flourish as individuals.

Truly reflective of our entrepreneurial spirit, we are consistently finding new, fun, dynamic and rewarding ways to share knowledge and best practice across our group. This is made more important as we have a rapid and growing workforce. Since 2018 our team members have grown from 11,800 to over 28,000 employees today, covering 17 countries and over 1,700 sites. To maintain consistency and unity across the group, it’s a priority for us to continue investing deeply into our people and culture.

The health and wellbeing of our people is of paramount importance. Our practice teams are committed to going above and beyond to care for their patients’ wellbeing and we are dedicated to ensuring they have the best practical support they need to flourish.

Working with animals can sometimes be unpredictable and veterinary clinics can be highly pressured environments. Therefore, we are ensuring that we have the right policies, processes and culture in place to keep up with daily demands, while committing to the wellbeing of our teams.



Our Irish team taking part in the Darkness into Light walk in aid of Pieta.

Wellbeing

The COVID-19 pandemic has shone a light on the strength and resilience of our people, who have continued to deliver excellent veterinary care in the face of challenging circumstances. However, we recognise the impact that the pandemic has had on our peoples’ wellbeing and mental health. We have committed to supporting wellbeing, with each country adopting their own local strategy to support the wellbeing of our teams.

The UK has focused on three areas, destigmatising mental wellbeing with quarterly webinars showcasing success stories in practices, challenges we face and support that is available. This includes signposting support that is available from both external partners and internal resources together with counselling support. We are proud to have partnered with MHFA (Mental Health First Aid) to offer training to our clinics and to date 330 employees have been through this training. We now have a network over 370 Wellbeing Champions across the UK to support wellbeing issues across our teams.

In Denmark we have launched an online health profile for our employees to support physical and mental wellbeing based on the WHO’s recommended health parameters. The Netherlands is piloting psychological support and 1-to-1 coaching.

Our Irish team took part in the Darkness into Light walk in aid of Pieta, a charity providing counselling to those suffering from suicidal thoughts, self-harm or people bereaved by suicide. Colleagues from around the country awoke at 4am to walk or run the 5km into the dawn. The team commented on feeling closer as a team afterward.

We will look to expand our wellbeing programme and apply best practice guidance from the World Health Organization (WHO) to help our people better manage stresses and flourish both personally and professionally.



Sustainability Report 2021

CEO and Management Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline



4.2 Supported, engaged teams

It is important to us that our employees are fully engaged with our business strategy and objectives, and understand the contributions they bring to this. We have a regular programme of briefings and news updates, covering all aspects of the business, including our monthly Positive Pawprint newsletter, focused on sustainability. Many of our countries run regular surveys and track net promoter scores from which to improve employee engagement.

It is our intent in 2022 to launch the first group-wide employee engagement survey across the group, which will provide insights into common themes that impact our clinical teams, irrespective of their geography. The results will help us to develop relevant employee engagement programmes going forward.

4.3 Learning and development

We endeavour to offer world-class education opportunities for all our people. Our courses and training programmes are offered across a range of our European countries and include several international programmes, including the IVC Evidensia Graduate Academy. As well as role-specific and development training, Academy courses are also curated to support important and wider group goals – such as sustainability training which was a particular focus in 2021.

The IVC Evidensia Academy is the home of learning and development and was established to provide learning opportunities for all our employees and support career development at every stage.

IVC Evidensia launched the 2nd International Graduate Academy Virtual Congress with

“Our aim is to provide the learning and development opportunities for our teams to be the best in their field and excel in their career.”

Stephen Clarke,
Group CEO, IVC Evidensia

a sustainability theme in May 2021. Nearly 500 graduate vets attended and over 1,000 guests, with over 130 hours of live and pre-recorded sessions covering a vast variety of topics. Top quality speakers from across IVC Evidensia and the wider profession were invited to speak, covering a wide variety of small animal, farm and equine topics to ensure that all of our graduates would find something to suit their role.

In order to continue providing local care through local teams, we are creating opportunities for our people to develop themselves – whatever their career stage, to support clinical excellence and opportunities for development that our people want. One example is the development of our new Learning Management System (LMS) which is being piloted in three markets during 2022 with a view to making it available to teams in all markets. Our aim is that, by 2025, half of our employees will be accessing the LMS at least quarterly.



The IVC Evidensia Academy commits to:

Educate

World-class education opportunities for all our people in IVC Evidensia.

Learn

Enabling a lifelong learning culture, providing opportunities for our people to enjoy, develop and grow their career with us.

Create

Long-term value by investing in our teams to deliver exceptional veterinary care & sustainable organic growth, and centering leadership development at the core of everything we do.

1,193

total number of graduates through our graduate programme since 2014

28,952

total IVC Evidensia Academy delegate days during FY17 to FY21

10,302

IVC Evidensia Academy delegates enrolled across the group since 2014



**Sustainability Report
2021**

CEO and Management
Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline



Referral Summit

We are proud to have had over 350 European specialists, referral clinicians and residents from 11 countries registered for our inaugural Referral Summit, held in April 2021. The event provided a mix of both clinical and professional development, along with networking opportunities for colleagues through concentrated small discipline-specific group activities.

“Developing our people is core to delivering exceptional veterinary care. Sharing knowledge and experiences at this innovative Referral Summit supports our teams and strengthens our referrals community. I was delighted that so many of our clinicians joined the summit and used the opportunity to network.”

**Amanda Boag,
Chief Medical Officer**

The 2019 cohort of veterinary graduates.





4.4 A diverse and inclusive workplace

As a diverse business – spread over 17 countries and with a global presence, we are passionate that diversity in all its forms – gender, disability, ethnicity, views, beliefs, and sexuality, is key to the strength of our business success and the long-term sustainability of IVC Evidensia. We are committed to creating a welcoming and inclusive workplace, and our first action is to ensure diverse and representative leadership.

We are proud to have champions that represent different groups and we look forward to extending this across the company.



Committed to recruiting and retaining disabled talent.



Dedicated to inclusion and diversity.



Dedicated to wellbeing in the workplace.

Ethnic Diversity Board

The Board consists predominantly of vets with diverse ethnic backgrounds from around the group. Together they advise on the Ethnic Diversity Scholarship Scheme and initiatives to grow and support an ethnically diverse veterinary community. Examples include a mentoring scheme and support for student societies.



**Sustainability Report
2021**

CEO and Management
Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline



Gender diversity

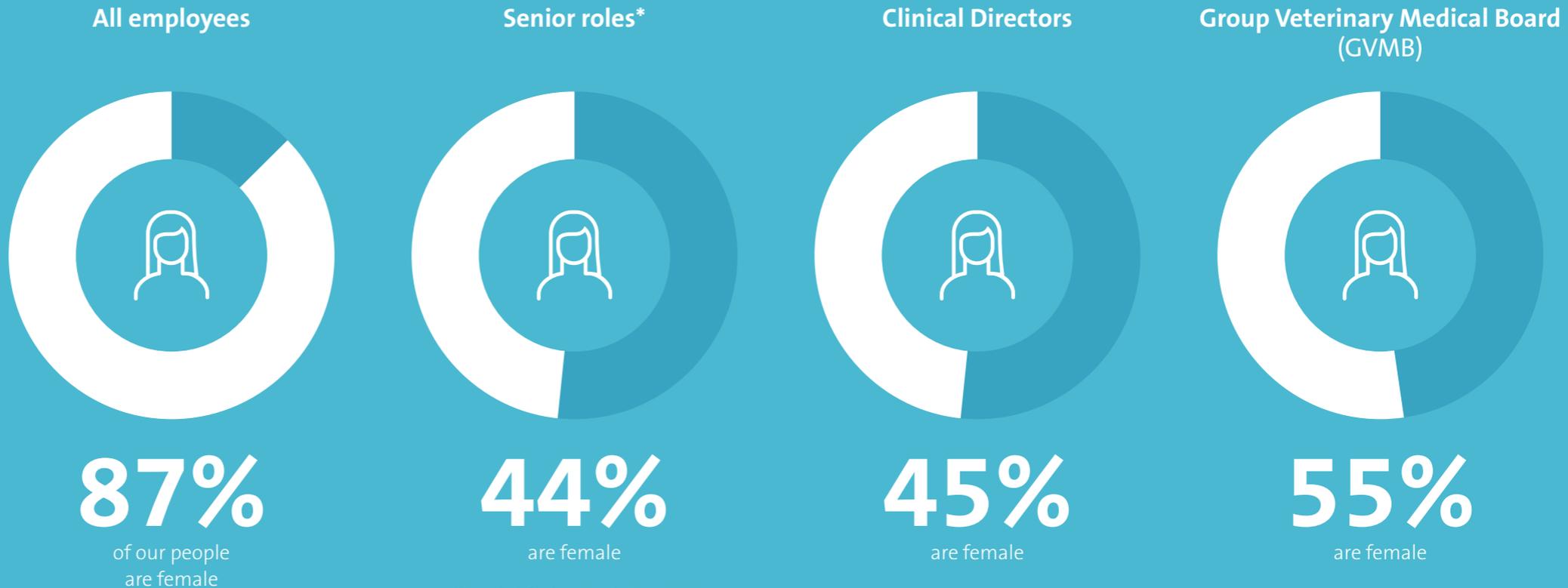
It is our goal to have women in half of all senior roles by 2025. This includes the board, GVMB, country senior management teams and clinical directors. We are developing strategies to deliver this objective and ensure that our female employees feel that they have the right level of support to progress their careers within IVC Evidensia.

Promoting ethnic diversity within the veterinary profession

In 2020, we launched a new scholarship scheme aimed at improving diversity within the veterinary sector. With only 3% of the UK veterinary profession from minority ethnic backgrounds (BVA 2019), our aim is to drive inclusion, remove some of the barriers into the profession, and pave the way for more positive change.

The scholarship will initially fund the studies for 13 vet undergraduates and 3 nurses from ethnically diverse backgrounds. Application for entries will open again later this year for the 2022 intake. Additional support will be offered through the Ethnic Diversity Board with mentoring and support for student societies.

We are aiming to have supported 50 vet and 15 nurse undergraduates over the next 5 years.



*"Senior" defined as Board, Exec, GVMB, Country Managers & direct reports, Exec direct reports and Clinical Directors



Sustainability Report 2021

CEO and Management Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline



International opportunities

We are incredibly proud of our pan-European business and our cultural diversity, as we know it helps to make our teams stronger. This also provides incredible development opportunities internationally for our people as they advance their careers with us.

Our network is open for our team members should they want to relocate, for personal or professional reasons and this flexibility provides our teams with the support to meet their own goals, while keeping talented people within our business.

Human rights

Our Supplier Code of Conduct outlines our commitment that the people working for IVC Evidensia and within our supply chain are to be treated with respect and their health, safety and basic human rights must be protected and promoted. We are currently communicating this Code out to our suppliers so that they fully understand the standards we expect them to meet. In line with the requirements of the 2015 Modern Slavery Act, we also operate a due diligence process to ensure that modern slavery risks are closely monitored within our business and supply chain.

Going forward we will continue to work with our country management teams to ensure they assess the risks in the supply chain and where appropriate, work with suppliers to improve performance.

Health & safety

We want everyone working for IVC Evidensia and visiting our clinics, crematoria and offices to be safe. We have a small dedicated H&S team within our UK business and a H&S committee, but primary responsibility for implementing H&S standards resides with the departments, teams and managers at a clinic level. We have an ongoing programme of H&S training and site audits, and monitor performance data on key metrics such as reported accidents and incidents, and occupational health referrals. This data is reviewed by the Group Executive on a regular basis.





Sustainability Report
2021

CEO and Management
Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline



4.5 Caring for clients

Caring for clients is tied to our purpose – for healthy animals and happy owners. Often our teams see clients at their most vulnerable, so while providing pets and animals with exceptional care, we are also committed to treating our clients fairly and with respect.

We track client satisfaction using the Net Promoter Score (NPS) which measures the willingness of our customers to recommend our services to others and helps us track our performance. Currently in place in the UK, Sweden and The Netherlands, NPS will be rolled out across our businesses throughout 2022 to enable us to measure and improve customer satisfaction across our markets.



4.6 Supporting local communities

Veterinary clinics form a central part of many communities, both urban and rural. We want to support the communities in which we operate – caring for pets, their owners and local environments. We do this centrally through the Care Fund and through activities initiated and run by local clinics.

Our clinics give expert veterinary support to animal rescue charities, providing free or heavily discounted treatment to animals in need and first aid treatment to wild or stray animals. In many cases, our practice teams will even support with rehoming strays. In the UK we are in regular dialogue with the key animal welfare charities, such as the RSPCA, Blue Cross, Dogs Trust and Cats Protection, to ensure that we understand their priorities and where we can best provide support.

COVID-19

The pandemic has posed many challenges and obstacles; however, we are proud that our business has evolved to meet the demands of the season, finding innovative ways to continue to deliver the leading standards of veterinary care our clients expect.

To support new solutions in taming the COVID-19 pandemic, IVC Evidensia in Finland have provided sponsorship to the Wise Nose Oy association, which is training dogs to detect COVID-19. The dogs took part in a four-month trial, starting at

Helsinki airport. Preliminary studies found that detection dogs could reduce COVID-19 testing to ten seconds with high levels of accuracy. IVC Evidensia’s donation supported the University of Helsinki to continue their research and we continue to provide healthcare services to the sixteen dogs in training.

IVC Evidensia Farm Vets: Providing advice in rural communities

Farm Vets within IVC Evidensia have a huge impact within many rural communities. The over 400 clinicians that are part of the Farm Vets brand look after over 10,000 farms, estates and small holdings, with the health and welfare of 14% of the cattle and 10% of the sheep in the UK under their care.

Our Farm Vets are keen to advise local communities on responsible pet ownership and the wider impact that can have. When clients and clinics raised the issue of dog walkers not picking up after their canine companions - a serious issue to grazing herds, Farm Vets took action. The teams created signposts which were offered to our clients free of charge in a bid to solve the problem.

¹ Data covers clinics in The Netherlands



Sustainability Report 2021

CEO and Management Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline



Caring for homeless pets

The bond between many homeless people and their dogs is strong. While the health and wellbeing of their pet is a priority, many homeless dog owners struggle to access the care their companion needs.

IVC Evidensia's German clinics are supporting Bunterhund Leipzig, a charity operated by vet students together with local vets to treat the pets of homeless dog owners. Students get the opportunity to learn practical veterinary care "on the street", providing both actual treatment and vaccinations while homeless owners get their animals treated.

Vets Now, our out-of-hours emergency pet care brand, have supported StreetVet, a UK charity dedicated to caring for homeless people and their pets since 2018. Vets Now provide out-of-hours cover for StreetVet in 10 cities around the UK and are supporting them in new areas as they expand. Vets Now also provides free emergency care for up to 2 StreetVet cases per month, treating 19 cases in 2019 at no cost. We also support our clinical staff who wish to volunteer for StreetVet, providing time off to do this and professional indemnity cover.



Responding to the human and animal situation in Afghanistan

In August 2021, many of our colleagues were extremely concerned about the situation faced by veterinary staff working in animal charities in Afghanistan. Some of our staff have long-established personal and professional relationships with people in these charities and naturally they were keen for IVC Evidensia to help at this time of crisis. We focused our support on Nowzad, an Afghan-based charity, and their attempts to evacuate both people and animals out of Afghanistan.

IVC Evidensia and Vets Now made a donation of £105,000 and our teams across the business ran fundraising events. This received fantastic support and feedback both from our teams and the wider animal-owning world. As a continuation of this support, we will now look at how we can provide employment to displaced vets/nurses and provide any veterinary support to displaced and quarantined pets.



In August, IVC Evidensia vets were part of a team on hand at Heathrow airport to provide treatment for the animals brought out of Afghanistan.



05

Caring for Planet

- 5.1 How we care for the planet
- 5.2 Managing our climate impact
- 5.3 Resource efficiency
- 5.4 Responsible procurement





Sustainability Report 2021

CEO and Management Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline



We commit to:



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



Practice leading standards of chemical and pharma management



Relevant UN Sustainable Development Goals





Sustainability Report 2021

CEO and Management Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline



2021 Highlights

Our largest markets, including the UK, The Netherlands and Sweden, all use electricity from renewable sources

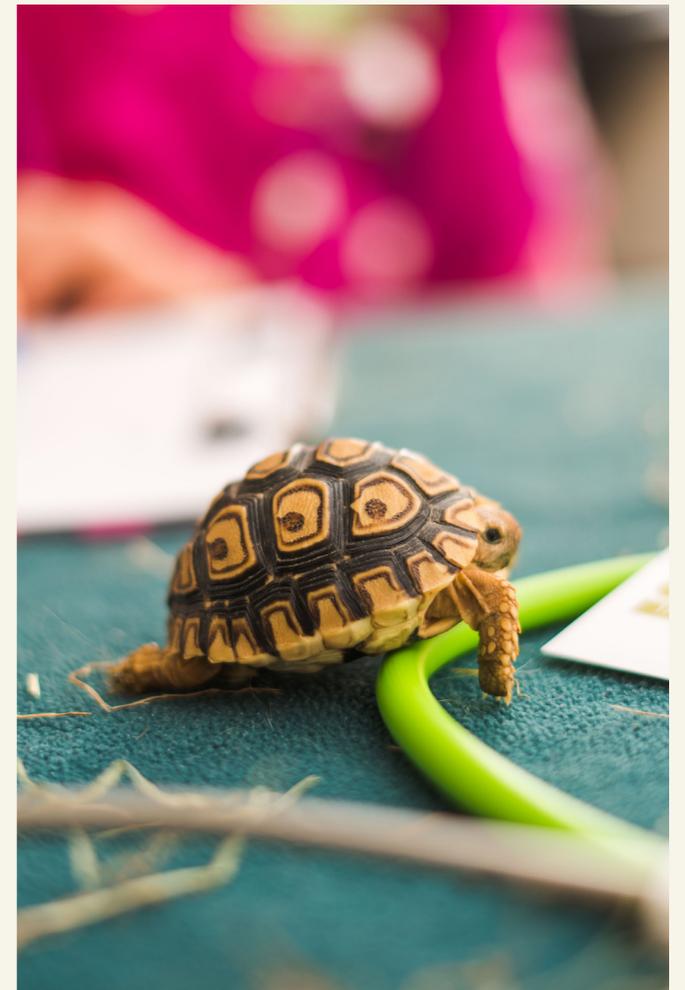
Energy audits carried out across UK, Sweden and The Netherlands to form the basis of future energy efficiency initiatives



Reduced delivery frequencies from our UK wholesaler, MWI Animal Healthcare, have eliminated over 260,000 vehicle miles and saved over 85 tonnes of CO₂e

Relevant Policy:

Environmental Policy





Sustainability Report
2021

CEO and Management
Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline



5.1

How we care for the planet

Our targets

By December 2023, at least 85% of electricity purchased to be from renewable sources

By 2025, achieve 'Zero Waste to Landfill' for UK & Sweden* ^Δ

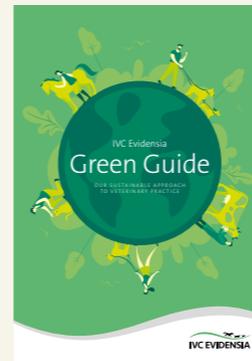
By 2025, in the UK, increase our recycling rate for non-hazardous waste by 50%^Δ

The declining health of our planet is impossible to ignore. The effects of climate change and environmental pollution are among the leading drivers of global biodiversity loss, which sees an estimated 25% of animal and plant species today threatened with extinction².

What we do for animal health is important, so it is also our responsibility to take care of the environmental impact that goes with it. Innovation of our everyday actions and procurement practices, alongside smart, applied training will help us to set new standards for environmental sustainability in veterinary care.

We are working to increase efficiency across our operations: producing less waste, recycling more, reducing the energy we use in our clinics, making sure we manage medicines appropriately and working in partnership with our suppliers to deliver shared environmental objectives.

With our teams focused on animal care and with increasing demand, managing the impacts can be challenging. However, we are fortunate to have enthusiastic and passionate teams who are motivated to make a difference. We have published a comprehensive Green Guide to help our colleagues improve their workplaces and positively influence behaviours and processes – covering everything from energy saving and anaesthetics through to biodiversity and real-world examples of green initiatives.



* Subject to legal requirements

^Δ We aim to extend the geographic scope of this target in FY22 as we extend our waste management programmes to more markets

² IPBES Global Assessment Report on Biodiversity and Ecosystem Services





Sustainability Report 2021

CEO and Management Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline



5.2 Managing our climate impact

The climate crisis poses a threat to how we do business and how our people and clients live. The global target, as set by the Paris Climate Agreement, is to limit global warming to well below 2, preferably to 1.5 degrees Celsius compared to pre-industrial levels. We are committed to playing our part in achieving this goal. We are currently working to validate our carbon footprint as the basis of our carbon reduction strategy. Once this work is complete, our aim is to publish carbon reduction targets.

As a rapidly growing business with a varied estate ranging from small clinics in old buildings to crematoria and state-of-the-art modern animal hospitals, energy management can be a complex exercise. We have begun by analysing energy use at 800 clinic and hospital sites across the UK, Sweden and The Netherlands. Following on-site surveys with a cross-section of clinics, we are developing action plans and recommendations that can be rolled out across our operations. Where appropriate, we will also roll out energy reduction initiatives across groups of sites, such as the rollout of smart meters, which is already underway across our UK estate. Some of our sites already provide a best practice example which other sites can adopt.

We are reviewing our energy supply contracts to move to lower carbon sources and our largest markets, including the UK, The Netherlands and Sweden, are powered by renewable electricity. We will continue to look for further opportunities to move to renewable electricity supply in more of our markets.

Beyond energy, we are looking at supply chain deliveries, travel and the medicines we use to find solutions to lower our climate impact.

GHG emissions in IVC Evidensia’s largest markets

The following table gives a summary of a Scope 1 and 2 emissions in IVC Evidensia’s two largest markets - the UK and The Netherlands. We will continue to collect GHG data from our other markets and aim to publish this in 2022.

	Scope 1 emissions (ktCO ₂ e)	Scope 2 emissions (ktCO ₂ e)
UK	11.769	4.603
Netherlands	8.808	2.699

Note: The following further assumptions/calculation methods were used to calculate the emissions. The emissions use grid carbon intensities with no allowance for REGO electricity. The most recent DEFRA carbon factors 2021 (<https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2021>) were used for fuels, travel (mileage emissions) and the electricity (scope 2) emission factors. Global Warming Potentials for anaesthetic gases were obtained from (<https://www.gaspanaesthesia.com/anaesthetic-gases-inhalers>). Amounts in mL were converted to kg. Local electricity grid carbon factors were obtained from the IEA website. The emissions only cover Scope 1 and 2 Emissions for the United Kingdom and the Netherlands. There is no overlap between the datasets used to calculate the travel emissions for the UK. -Where there are data gaps, it has been extrapolated (where enough information is available to do so).



Case study – Energy efficiency at Robson & Prescott, Morpeth

Robson & Prescott Vets at Morpeth is an example of a site which is leading the way in terms of energy efficiency. Built in 2011, the site is a purpose-built veterinary hospital for domestic pets, farm, equine and exotics.

Ventilation is via a heat recovery system and heating is provided through an underfloor heating system connected to a ground source heat pump and also by air source heat pumps. On top of the stable roof is a photovoltaic system generating 142,485 kWh per year. Overall the site uses 30% less energy as kWh than the building energy benchmark.

The practice team are keen to find further energy savings and are in the process of installing LED lighting and will begin taking their own meter readings on a monthly basis to keep on top of energy usage.



**Sustainability Report
2021**

CEO and Management
Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

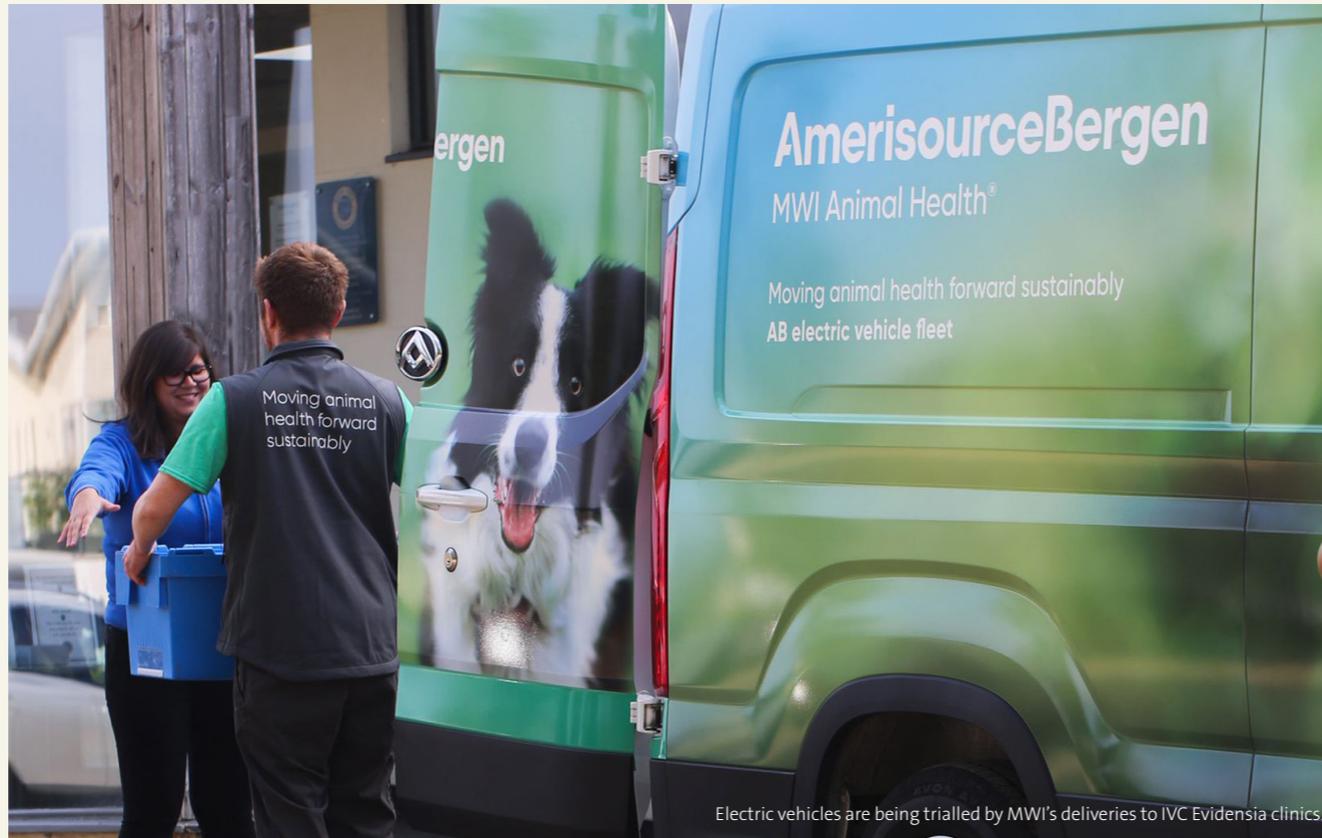
Company Timeline



Too many deliveries, too much carbon

In the UK, our clinics previously received daily deliveries from two wholesalers. However, working with our partner MWI Animal Health, we have moved over 350 UK clinics from daily to two wholesale deliveries per week, with next day deliveries still available for emergencies. Since February 2021, this has removed over 260,000 vehicle miles - equivalent to over 85 tonnes of CO₂e. On an annualised basis, the reduced delivery frequency will eliminate 675,000 miles and over 200 tonnes of CO₂e each year.

With the pilot completed, we have rolled this initiative out across all our UK clinics and hospitals.



Electric vehicles are being trialled by MWI's deliveries to IVC Evidensia clinics.

“At IVC Evidensia, we have a responsibility to reduce our carbon footprint where we can and create efficiency whilst maintaining the highest clinical standards and client service. We would like to thank MWI Animal Health, who has worked in partnership with us to deliver our latest efficiency and environmental strategy, while providing the security that next day deliveries will still be available for emergencies.”

**Paul Cowling,
CEO UK and Ireland**



Sustainability Report 2021

CEO and Management Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline

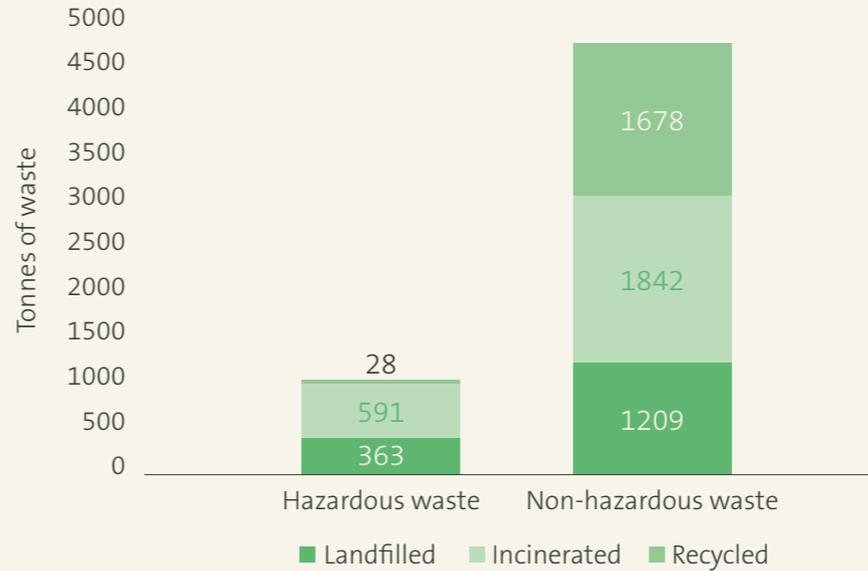


5.3 Resource efficiency

The nature of our business means that our waste profile is a complicated one. Our practices generate thirteen different waste streams, consisting of both hazardous and non-hazardous waste. Seven of our waste streams (general waste, infectious, offensive, sharps, pharmaceutical, cytotoxic and anatomical) cannot be recycled due to waste regulations. Therefore, we are working to dispose of these waste streams in the next best way - incineration with energy recovery. The remaining six waste streams (dry mixed recycling, waste electrical equipment, confidential wastepaper, photographic, x-ray and consignment notes) can be recycled therefore we are working towards increasing recycling rates and improving segregation to reduce contamination.

During the year we have analysed the waste generated in two key markets - the UK and Sweden. In the UK we have worked with our waste management contractor to identify strategies to reduce the volume of waste sent to landfill and to maximise recycling. This work has been supported by interviews with clinic teams to better understand the waste streams and opportunities to improve performance. The learnings from this work have been used to develop a tailored 'solutions toolkit' which is being communicated to our clinics across the UK and will form the basis of revised waste management strategies in our other countries during 2022.

UK 2021 waste footprint



Reducing waste to landfill



71%
waste diverted from landfill*

UK and Sweden

* Subject to legal requirements

Case study – Crown Vets Green Machine

Crown Vets in Inverness have been working hard to become more environmentally sustainable in all areas of the clinic.

The clinic has switched to items that have lower environmental impact such as cardboard boxes instead of plastic bags for dispensing medication, bamboo cotton buds to clean ears and syringes, buster collars and bottles that use less plastic or are made from recycled plastic.

They are now distilling their own water instead of buying it in plastic bottles and have tightened up stock control to reduce drug wastage. They have also recycled 17.5kg of gloves, facemasks and hairnets.





5.4 Responsible procurement

We choose to buy products that best help us care for the pets we see at our clinics and hospitals. However we also recognise that our supply chain is an extension of our environmental impact, which is why we want to purchase from suppliers who share our values, support human rights and protect the environment.

Our first step to managing sustainability in our supply chain has been to develop a Supplier Code of Conduct – covering human rights, modern slavery, compliance and environmental management. We have begun the process of communicating the Code to our suppliers so that they understand the standards we want them to meet. Our objective is that over 75% of centrally contracted suppliers will have signed the Code by 2023, rising to 95% by 2025.

In the year ahead we will also assess and prioritise risks in our supply chain, which will provide the foundations of our supplier engagement programme. During 2022 our purchasing teams, both at group and at country levels, will build partnerships with key suppliers, focused on those areas where we can address waste and operational inefficiencies, thereby reducing our environmental impact.

An initial focus will be responsible management of pharmaceuticals to ensure that any waste is kept to an absolute minimum.



06

Caring for Pets

- 6.1 How we care for Pets
- 6.2 Animal care
- 6.3 Quality care for Pets
- 6.4 Animal welfare
- 6.5 Non-Accidental Injury Programme
- 6.6 Patient experience
- 6.7 Nutrition
- 6.8 Innovative health solutions
- 6.9 Fighting antimicrobial resistance





Sustainability Report 2021

CEO and Management Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline



We commit to:



Deliver the highest possible standards of care quality and safety



Promote and innovate integrated animal health solutions



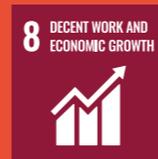
Continually grow our clinical knowledge and skills



Continually share knowledge, incidents and best practice



Collaborate with peers to innovate best practice on antimicrobial resistance



Relevant UN Sustainable Development Goals





Sustainability Report
2021

CEO and Management
Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline



6.1

How we care for pets

Our targets

To treat 1500 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 50% of our clinics have species-specific waiting room facilities by 2030

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

To appoint a dedicated Hygiene Ambassador to 75% of our clinics by 2025

Clinical freedom is woven into the DNA of our company and is a critical part of our success. We encourage our teams to deliver care using their best judgement and knowledge, supported by forums for dialogue and sharing. We believe each and every one of our clinical colleagues to be leaders and we empower them to shape our business.

We do this through our country Clinical Boards, made up of practising vets and nurses - both general practitioners and specialists. Together, they conceive, develop and implement initiatives that will improve clinical standards and benefit colleagues across the Group. These clinically-led teams are supported by our management and central teams, who help bring their ambitions to life.



6.2 Animal care

At IVC Evidensia we recognise that the best standards in animal care can only be delivered through a holistic consideration of every aspect of an animal's life. We challenge any belief that quality care can be delivered with a narrow focus and by being 'good enough' and seek to push all animals up the sliding scale of animal wellbeing to a whole new standard of care.

Our approach is based on the '5 domains of Animal Wellbeing' which combines the impact of world-class veterinary care, animal welfare, nutrition, research & innovation and the environment. Each of these is a building block and when effectively combined create a powerful force for quality, improvement and most importantly, happy and healthy animals. During 2021, our teams across the IVC Evidensia group provided services to over 6.5 million animals.



“Our mission is to bring people together to make animal care better. Animal health is core to this, but we want to go further. We are making animal wellbeing our focus, going beyond an animal’s basic needs and providing holistic care. With the launch of the Care Fund, our Non-Accidental Injury support programme and ongoing work to improve the pets’ experience, we are showing we care about the health of animals, the happiness of their owners and the satisfaction of our clinical teams.”

Alistair Cliff,
Deputy Chief Medical Officer

6.3 Quality care for pets

Quality of care is key to successful outcomes and ensures a safe and stress-free patient experience. Our Clinical Boards work together to drive improvement, learning from great examples of work being done within our clinics and sharing this throughout Europe, via our Group Veterinary Medical Board.

In the past 12 months we have developed goals and targets to focus our efforts and allow us to measure progress, intervening where standards could be improved.

We have also taken steps to appoint experienced leadership within key areas such as Animal Welfare and Quality Improvement, working with our teams and providing guidance and counsel.

Quality Improvement (QI) is now an established part of the veterinary profession. It considers the constant endeavour of all teams, to make changes that will improve patient outcomes and clinical performance both within our Group and also within the veterinary profession as a whole.

As a large employer, we take our role in this seriously and as such have taken steps to ensure all our teams are supported in their efforts. As part of this commitment, we have appointed a Quality Improvement Director to develop and lead the Group's approach to Quality Improvement, positioning IVC Evidensia as the industry leader. The role involves leadership, collaboration both internally and externally, and development of educational materials to drive a culture of quality improvement within our teams.

Our focus on QI will support our goals around antibiotic usage and surgical site infections in addition to continuing improvement in other key areas.



Sustainability Report 2021

CEO and Management Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline



6.4 Animal welfare

IVC Evidensia is renowned for our focus on animal welfare, having delivered a number of first-to-market solutions within Europe. We employ some of the profession's key opinion leaders in this area, who work together to drive overall change.

We have appointed a dedicated Group Animal Welfare Advisor, David Martin BVSc MRCVS, who is tasked with overseeing the wellbeing of animals across the Group and supporting key initiatives, such as the Non-Accidental Injury Programme and the veterinary sector-leading IVC Evidensia Care Fund. Appointing a Group Animal Welfare Advisor is part of IVC Evidensia's wider ambitions in the veterinary sector of leading and redefining the approach to Animal Wellbeing. We are proud that David was been awarded the inaugural RCVS Compassion Award for his contribution to animal welfare.



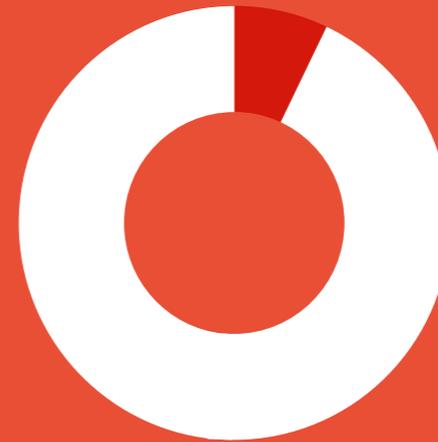
Dave Martin,
Group Animal Welfare Advisor

IVC Evidensia Care Fund

The IVC Evidensia Care fund was launched in 2021, running initially as a pilot in four countries, but following overwhelming success was rolled out to our entire group. The fund provides each of our vets with an annual allowance that can be used to support the care of an animal where the prognosis is good and the treatment is available, but where the cost of treatment is beyond the pet owner's reach. In many cases euthanasia, on welfare grounds, may be the only alternative.

As well as protecting animal wellbeing, the Care Fund protects staff and owner wellbeing, providing support through what we know to be an immensely stressful process. We know that access to the fund has improved our teams' feeling of control and wellbeing when faced with these situations by over 90%.

Since launch, the Care Fund has saved the lives of 881 pets. Our goal is to build on this initial success, aiming to provide funding to 1,500 animals per year by 2025.



95%

Pilot of IVC Evidensia Care Fund revealed 95% improved wellbeing for clinicians

881

Pets treated through the Care Fund during 2021





Sustainability Report
2021

CEO and Management
Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline



6.5 Non-Accidental Injury programme

While most pets find a loving and caring home, others find themselves subject to welfare challenges including physical abuse. There is a well-documented link between violence in humans and animals, meaning the same abusive behaviour can threaten the safety of some of the humans in that home. This has never been more pertinent than during COVID-19 lockdowns, with a significant rise in reports of domestic physical abuse. Unfortunately many still go unreported, leading us to build a training and support structure within our Group to help our teams recognise animal abuse, guiding them to manage the situation sensitively and effectively and in so doing protect a pet and potentially an owner.

Our approach is built on the ‘Four R’s’: Recognise, Remember, React and Report — a model used successfully by The Links Group, a charity raising awareness of this issue and from whom we have received a huge amount of support. We have created a 24 hour helpline within our company, facilitated by our teams in the Vets Now call centre, enabling our colleagues to seek advice at all times of the day or night. In 2021 we took the decision to open our support to colleagues outside the company, providing 24 hour access to teams across the entire UK veterinary profession. This demonstrates the lengths we are going to, making a real and genuine difference.

75%
Of women who have been subject to serious domestic violence report that their partner threatened to harm or actually harmed a family pet. This rises to 88% in families where there is physical child abuse occurring.

6.6 Patient experience

We understand that visiting a clinic can be a stressful experience for our patients and have taken steps to improve that by management of the clinic environment and through staff training. We celebrate a large number of our clinics (around 25%) who have patient-specific waiting room facilities – either a separate room or in some cases facilities such as cat towers. We aim to grow this to 50% by 2030 through continued education, membership of accreditation schemes and by making this a primary consideration as we re-develop our clinics and our greenfield sites.

25%
Of our clinics have species-specific waiting room facilities

Through partnership with Fear Free, a US-based company, we will deliver education around the practice visit and all the factors that may contribute to a stressful experience. Already running in the UK, France and Sweden – we can use this platform to rapidly upskill our teams and improve the patient journey.





Sustainability Report
2021

CEO and Management
Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline



6.7 Nutrition

Good nutrition is crucial to wellbeing and ensures that young animals and pets have the best start to life with regards to their health and development. We are proud to work in partnership with Purina and continually rely on our existing strong relationships with Royal Canin and Hill's right across the Group. Sustainability is a key consideration when we choose our nutrition partners. Our 2020 nutrition tender sets a requirement for "approved" and "preferred" nutrition partners to present their sustainability commitments and achievements as part of the selection process.

Having experts with unparalleled knowledge in this area helps us to create practical training and resources to support our teams to give the best advice to their clients. Over the last year we have provided virtual nutrition education programmes, supported by our key nutrition partners, for vets, nurses, recent graduates and receptionists.

At our 2021 Graduate Academy virtual conference, speakers provided by Hill's, Purina, Royal Canin and Dechra

presented on sustainability of pet food to an audience of over 450 graduates. In the year ahead, further nutrition education is planned with a focus on gastrointestinal health and obesity - our two largest nutrition categories, seeking to improve the welfare of our patients and to address, as a group, the issues with increasing obesity in our pet population. Our aim is that by helping pet owners to tackle obesity in their animals and manage weight effectively, we should see a reduction in some of the clinical problems the animals experience and also help to improve quality of life and increase longevity.



6.8 Innovative health solutions

IVC Evidensia Greenfield Strategy

We are consistently working to deliver our promise to provide world-class veterinary care delivered locally, by investing in more innovative and integrated animal health solutions.

While our clinics are the day-to-day face of IVC Evidensia with most of our customers, our seamless access to hospitals and specialist facilities ensures we have the right team, in the right place and at the right time to offer pet owners access to the best care. This is our referral network.

Our referral network includes sites with latest equipment — tailored to clinical demands and designed by our teams, for our teams. These sites enable great working environments for our referral teams and support retention with the clinics.

Currently we have 129 referral centres, hospitals and out-of-hours sites providing round the clock care with another 19 greenfield sites, mostly referral hospitals, added to the group over the last year.

We continue to invest in new hospitals across the business while also renovating and extending existing facilities to provide more of our teams access to more equipment and facilities.

Case study – Tampere 24/7 Animal Hospital

In 2018 we started the renovation and expansion of the Tampere Animal Hospital in Finland. The intention was to create a great working environment, so we focused on introducing an ergonomic layout design which harnesses natural light while fully respecting the unique, historical industrial building it is housed in.

The hospital employs approximately 40 veterinary and animal care professionals across a broad range of specialisms. The design is also cat friendly, with dedicated cat waiting rooms, reception and wake up rooms.





Sustainability Report 2021

CEO and Management Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline



Research

To encourage innovation in our teams, we recently launched our Research Fund. This initiative is led by the Group Veterinary Medical Board and will provide valuable financial support to all team members across all clinical sites who show the desire to challenge current medical understanding and introduce new innovations. In 2021 the Research Fund supported 7 research projects and 21 researchers from across Europe.

The IVC Evidensia Research Hub showcases the great work being performed within the Group and supports our growing research community. This encourages learning, sharing and collaboration, providing networking opportunities for like-minded colleagues across Europe and ensuring research is part of the culture of our Group. Prof. Reto Neiger, Specialist and Country Medical Director (DACH) says, “The profession has been waiting a long time for a platform like the Research Hub. It is really exciting to consider where the opportunities might take us as a referral community and in particular the benefits that we will see from networking between our GPs, nurses, interns, residents, referral clinicians and specialists.”

In addition to financial support, the Research Fund provides mentoring through a network of Research Partners. Our Research Partners are all extensively experienced clinical researchers and have volunteered to collaborate with less experienced colleagues, advising them on study design, ethical approval and statistics. This will open up opportunities for general practice colleagues and nurses while creating a true whole-Group research community.



Telemedicine

IVC Evidensia recently acquired PawSquad, a pioneer in online veterinary consultations in the UK. It has already provided invaluable support to 48 of our UK hospitals, taking considerable pressure off the out-of-hours emergency provision – especially during the COVID-19 pandemic – enabling us to streamline our service to benefit even more pets in need. While operating independently, PawSquad will support us to ensure we can work towards our ambition of making high-quality veterinary care more accessible to pet owners.



PawSquad’s corporate customers and partners include several companies in the pet care industry such as Direct Line Insurance, and veterinary charities Blue Cross and PDSA.

Our Pawsquad business is just one of a number of telemedicine platforms within the group, with others including ‘Vets Now Video Vets’ in the UK and ‘Evidensia MinVeterinär’ in Sweden.



“Within IVC Evidensia, you have a lifeline at all times. There’s such a big network behind you that if you don’t know how to resolve a situation, you can almost always get a colleague in to help. Video calls especially mean that if you need a second opinion on an X-ray for example, they can see what you can see. Image diagnostics are in the cloud, so any vet can access that if you need them to. Telemedicine is the future. It’s a way to break down borders across the countries and use specialists throughout the company to make the best diagnosis.”

Dennis Drostgaard, Veterinarian, Denmark



Sustainability Report
2021

CEO and Management
Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline



6.7 Fighting antimicrobial resistance

We know that infections caused by micro-organisms are an important cause of mortality in both animals and humans. The United Nations predicts that the infections from antimicrobial resistant bacteria could be responsible for 10 million deaths around the world by 2050. As a world leading provider of veterinary care, we see it as our responsibility to be pioneers and actively work to prevent and control infections within our clinics and hospitals.

Our efforts in the area of Infection Prevention and Control is led by Anna-Maria Andersson, who brings the necessary knowledge, experience and enthusiasm.



Anna-Maria Andersson,
Group Hygiene Director

Case study – Rethinking antibiotics in surgery

The Evidensia Specialist Animal Hospital in Strömsholm, Sweden has eliminated prophylactic antibiotics in connection with surgery in recent years in all but one type of surgery. The change is based on leading-edge evidence, which shows that not only do antibiotics after surgery not work but the low dose administered gives the bacteria time to develop a resistance. Instead, the hospital is giving antibiotics intravenously in higher doses for shorter periods of time before or during surgery, which means the bacteria do not develop resistance. The hospital complements this with an increased hygiene programme to prevent bacteria spreading between patients.

In 2021 we launched an online Infection Prevention and Control portal which provides all the tools and resources a clinic needs to manage staff hygiene, the clinic environment and guidance on the most responsible use of antimicrobials. This portal empowers a team to certify their clinic as part of our internal IPC programme, further driving engagement with such an important topic and demonstrating that standard to colleagues and clients.

We have committed to reduce the number of surgical site infections seen following routine neutering procedures to 5% by 2025. We will also reduce the total number of outpatient antibiotic prescriptions to 5% by 2030.

The key to meeting these goals is effective leadership both from our Group and within our clinics. To support this we will appoint a dedicated Hygiene Ambassador to 75% of our clinics by 2025. These ambassadors will share their passion for IPC with their teams, supported by Anna-Maria Andersson and a supportive network of country IPC managers.



Our goal is for less than

5%

of prescriptions to include antibiotic
treatments by 2030



The United Nations predicts that the infections from antimicrobial resistant bacteria could be responsible for 10 million deaths around the world by 2050.

07 Looking ahead





Sustainability Report 2021

CEO and Management Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline



With the Positive Pawprint strategy in place we are excited to track our progress and sustainable performance across our key pillars of People, Planet and Pets, to realise our vision of building the world's best veterinary group.

Looking ahead to 2022, we will continue focusing on:

People: supporting the mental health and wellbeing of our people, implementing plans to improve diversity in our operations and taking a leadership position in the industry, while implementing systems to support better people management and global working.

Planet: rolling out our energy and waste efficiency programmes to all sites, finalising our climate strategy and engaging our suppliers with our new Supplier Code of Conduct.

Pets: continuing to promote animal wellbeing and welfare, investing in new and extended hospitals and specialist facilities, pushing our best practice hygiene programme.

In parallel we will be continuing to collect more data where we currently have gaps to ensure robust analytics of our performance and will be developing our sustainability training and certification programme to better support and reward our clinics as they carry out our vision for sustainability on the ground.

Our approach is new and evolving. Our Positive Pawprint strategy will guide us over the coming years as we are building the world's best veterinary group.

Everyone has a role in helping us build our Positive Pawprint strategy. If you have any comments or feedback on this Report, please contact us at:
positivepawprint@ivcevidensia.com



08 Summary of KPIs





Sustainability Report 2021

CEO and Management Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline

The data reported below covers IVC Evidensia’s financial year to 30th September 2021 and all of our owned operations, unless otherwise stated.

KPI	Metric	Data	Target
People			
Gender diversity	Percentage of females in senior roles**	44%	50% of senior roles to be filled by females by 2025
Ethnic diversity	Number of vet and nurse scholarships funded for students from ethnically diverse backgrounds	13 vet and 3 nurse students selected for 2021 scholarship	By 2025, to have funded 50 vet scholarships and 15 nurse scholarships for students from ethnically diverse backgrounds
Wellbeing	Number of countries with wellbeing programmes in place	Wellbeing programmes established in 6 markets during 2020/21	Establish wellbeing programmes in all markets by 2023
Clinical & professional development	Percentage of employees engaging with Learning Management System (LMS) each quarter	New target	By 2025, 50% of employees to be engaging with LMS on a quarterly basis
Community investment	Number of IVC Evidensia Local Community Grants made	New target	By 2025, make 1,000 grants through the IVC Evidensia Local Community Grants Fund
Supply Chain standards	Percentage of group suppliers signed up to IVC Evidensia Supplier Code of Conduct (or provided their own equivalent)	New target	By 2025, suppliers representing >95% of centrally contracted spend to have signed IVC Evidensia Supplier Code of Conduct or provided their own



** "Senior" defined as Board, Exec, GVMB, Country Managers & direct reports, Exec direct reports & Clinical Directors



Sustainability Report 2021

CEO and Management Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline



KPI	Metric	Data	Target
Planet			
GHG emission	Scope 1 carbon emissions	UK: 11.769 ktCO ₂ e Netherlands: 8.808 ktCO ₂ e	
	Scope 2 carbon emissions	UK: 4.603 ktCO ₂ e Netherlands: 2.699 ktCO ₂ e	Group GHG data to be published in the 2022 Positive Pawprint Report
	Scope 3 carbon emissions	Data still being verified for all countries	
	Percentage of renewable electricity purchased	Data still being verified for all countries	By December 2023, at least 85% of electricity purchased to be from renewable sources
Waste	Percentage of waste diverted from landfill	71% waste diverted from landfill in UK & Sweden*	By 2025, achieve 'Zero Waste to Landfill'* for UK & Sweden ^Δ
	Percentage of non-hazardous waste recycled	30% recycling rate (UK)	By 2025, in the UK, increase our recycling rate for non-hazardous waste by 50% ^Δ

* Subject to legal requirements

^Δ We aim to extend the geographic scope of this target in FY22 as we extend our waste management programmes to more markets



Sustainability Report 2021

CEO and Management Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline



KPI	Metric	Data	Target
Pets			
Access and affordability	Number of patients treated using the IVC Evidensia Care Fund	881 patients treated using Care Fund	Treat 1,500 patients per year using the IVC Evidensia Care Fund, by 2025
Complications and outcomes	The total number of surgical site infections, as a percentage of total number of dogs and cats neutered	Data still being verified for all countries and will be published in the 2022 Positive Pawprint Report	To reduce the total number of surgical site infections, as a percentage of dogs and cats neutered to 5% by 2025
Experience of the animal	% sites with a species specific waiting room facilities	25%	To ensure that 50% of our clinics have species specific waiting room facilities by 2030
Antibiotic use	Number of antibiotic treatments and prescriptions as % of total outpatient consultations	Data still being verified for all countries and will be published in the 2022 Positive Pawprint Report	Reduce the total number of antibiotic prescriptions as a % of total outpatient consultations to 5% by 2030
Infection Prevention and Control	% sites with a hygiene ambassador	5%	Appoint a hygiene ambassador to 75% of clinics by 2025

Company timeline

From a small group of practices in the UK in 2011 to a network currently spanning 17 countries, IVC Evidensia has come a long way in just a few years. Here is how we got to where we are today:



Sustainability Report 2021

CEO and Management Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline





Sustainability Report 2021

CEO and Management
Statements

About IVC Evidensia

Positive Pawprint strategy

Caring for People

Caring for Planet

Caring for Pets

Looking ahead

Summary of KPIs

Company Timeline

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

We welcome your comments and feedback on this Sustainability Report:
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