



# The Positive Pawprint

SUSTAINABILITY REPORT 2025





## About this report

This is our fifth Positive Pawprint Report, detailing our environmental, social and corporate governance (ESG) activities for the year 1 October 2024 to 30 September 2025. This report was published in January 2026.

## Your Feedback

We welcome your comments and feedback on this report at [positivepawprint@ivcevidensia.com](mailto:positivepawprint@ivcevidensia.com)

## 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](http://www.ivcevidensia.com/positivepawprint).

In this report, we reference the United Nations Sustainable Development Goals (SDGs) and Taskforce for Climate-related Financial Disclosures (TCFD). See page 53 for detail on our alignment to the UN SDGs. Separate disclosure for TCFD is available at [www.ivcevidensia.com/positivepawprint](http://www.ivcevidensia.com/positivepawprint)

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## 2025 AT A GLANCE

### People



More than

**255,000**

hours of learning through internal Learning & Development programmes

**65**

ethnic diversity scholarships funded

**54%**

senior management roles held by women

**600+**

practices with Wellbeing Champions

**290**

charities supported across 12 countries through Local Community Grants

### Planet



**85%**

group electricity from renewable sources

**20%**

cut in Scope 1 & 2 emissions (from 2022 baseline)

**10,200**

lights changed to LED

**£500,000**

invested to support sustainable anaesthesia

**2.2**

tonnes of waste saved through UK reusable gowns trial

### Patients



More than

**1 million**

pets covered by our pet health plans

More than

**74,000**

patients benefitted from improved treatment outcomes via our Care Frameworks

**4,883**

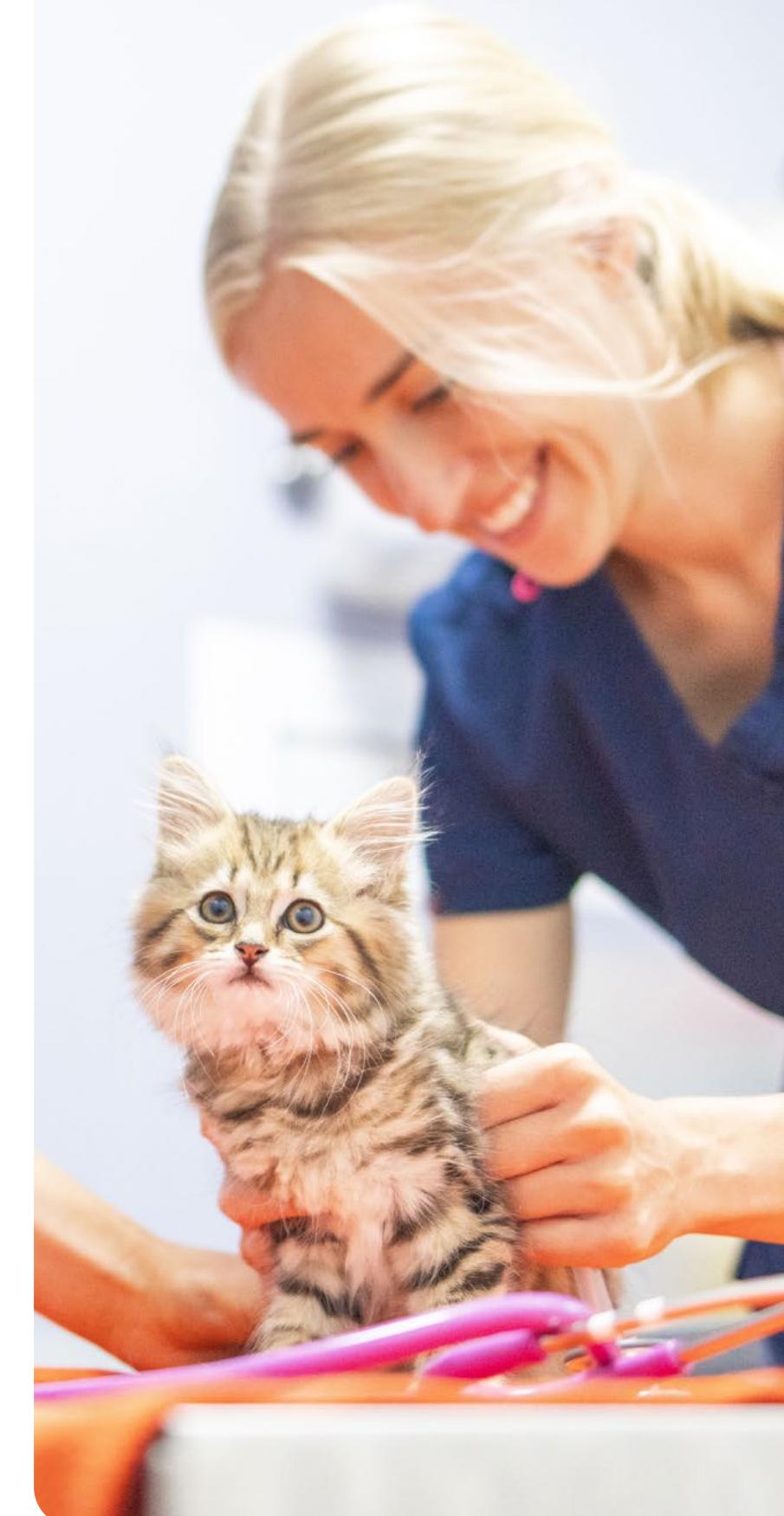
animal lives saved using IVC Evidensia Care Fund

**82%**

reduction in use of Category B antibiotics by our Farm vets since 2021

**158**

research papers shared with the profession



## CEO INTRODUCTION



“

Sustainability matters deeply to our colleagues, and empowering local teams to act remains central to our approach.”

Simon Smith,  
Group Chief Executive Officer

**At IVC Evidensia, our purpose – Healthy Animals, Happy Owners – comes to life through three promises: our People Promise to be a great place to work, helping enable colleagues to thrive and grow; our Customer Promise to deliver world-class veterinary care, locally, with compassion, expertise and understanding – including through our global More Complete Care clinical strategy; and our Sustainability Promise to be a positive force for animals, people and the planet, led by our Positive Pawprint strategy.**

Now in its fifth year, our Positive Pawprint Report 2025 highlights the progress we've made across the three pillars of our sustainability strategy: 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.

## OVERVIEW

### Caring for People

Our people remain at the heart of everything we do. We want them to enjoy what they do, grow in their careers and feel they can be themselves at work. I was proud to see both IVC Evidensia UK and Vets Now achieving Top Employer 2025 certification this year, recognising our commitment to continuous improvements to policies, benefits, engagement and career development.

Our Academies continue to provide world-class learning opportunities, helping our teams to deliver the highest standards of care. The launch of our new Academy Training Centres in Dunfermline and Birmingham in the UK marks a major step forward, enabling the delivery of 20,000 hours of in-person Continuous Professional Development (CPD) this year. We were delighted to welcome 176 graduate vets into our global network, providing them with a strong foundation for a fulfilling career.

We continue to take a leading role in building a more inclusive profession. Our Ethnic Diversity Scholarship Scheme now supports 65 scholars, with the first cohort graduating this year, and 54% of senior roles across IVC Evidensia now held by women.

Our practices are deeply rooted in their local communities. Over the past year, 242 teams across 12 countries used our Local Community Grants Fund, supporting 290 local charities. Through partnerships with organisations such as StreetVet, Farms for City Children, and We Care Sri Lanka, we've extended our positive impact even further.

### Caring for Patients

Our integrated, global More Complete Care clinical strategy focuses on preventative healthcare, ensuring patients receive the right, species-specific care at the right time, through seeing animals more often. As a result of this responsible focus on preventing illness and identifying issues early, before they become serious, over 50,000 Wellness Screenings were completed in the UK. Supporting our preventative care focus, over one million pets across the UK, Ireland and the Netherlands are now protected through our subscription pet health plans, helping owners manage veterinary care costs.

Our Care Frameworks are a key element of More Complete Care, helping support our clinicians in responding effectively, and using the latest thinking and techniques, to more than 20 different serious health issues. They have supported the care of more than 74,000 patients since being launched in the UK earlier in the year, and are now being scaled internationally, building consistency of care across our entire global network.

Our Care Fund continues to provide critical support, this year enabling our vets to save more than 4,800 pets across 14 countries – funding more than £3 million in free treatment for when an animal life is in the balance, but funds are an issue for an owner.

Our teams have also continued to lead in the responsible use of antibiotics, achieving substantial reductions in critically important medicines, particularly in farm animal practices. Antimicrobial Stewardship leadership remains central to our care frameworks, with an increasing number of markets now actively tracking use as we work towards our target.

### Caring for the Planet

We are committed to reducing our impact on the climate and nature by driving positive change across our operations and supply chain. We're making solid progress on our Science Based Targets net-zero pathway, with 85% of electricity now from renewable sources and more than 10,000 lights replaced with LED systems across Germany, the Netherlands, Canada and France.

We're also tackling one of the key sources of emissions in veterinary practice – anaesthesia. Through training and investment in capnography, we are supporting a shift to lower-flow anaesthetic techniques. We're proud to be among the first to trial anaesthetic gas capture technology in our largest UK sites, which has the potential to deliver major emissions reductions once scaled.

Innovation also underpins our transition to greener surgical practice. Trials of reusable surgical textiles have shown significant benefits for waste and emissions reduction while maintaining excellent clinical performance, paving the way for broader rollout across more markets.

We're also implementing internationally recognised EcoVadis sustainability ratings to improve transparency and performance across our supply chain, helping both IVC Evidensia and our partners to focus on the most meaningful areas for improvement.

Sustainability matters deeply to our colleagues, and empowering local teams to act remains central to our approach. I'm delighted to see practices in five countries now using our Positive Pawprint Toolkit, with more than 100 Positive Pawprint Partners leading change on the ground.

I am immensely proud of our teams and their unwavering commitment to our Positive Pawprint ambitions. Together, we're laying the foundations for lasting, measurable impact – helping us to become not only the best veterinary group in the world, but the best veterinary group for the world.



Simon Smith  
Group Chief Executive Officer

## ABOUT IVC EVIDENIA

**At IVC Evidensia, our vision is clear: to be the best veterinary Group in the world.**

**We pursue that vision through a simple, unifying purpose: Healthy Animals, Happy Owners. It guides how we work, how we invest, and how we care.**

### Our promises

Our promises guide every decision we make to help make our purpose come to life:

- **Our People Promise to be a great place to work**, where our people can thrive, grow and do more of what they love most every day.
- **Our Customer Promise to deliver world-class veterinary care, locally**, with compassion, expertise and understanding.
- **Our Sustainability Promise to be a force for good** for animals, people and the planet.

Together, these promises keep us focused on what matters most – making life better for animals, their owners, our people, and the communities around us.

### Living our values

Our promises shape what we do, while our values shape how we do it.

We Care, We Dare, We Share define the IVC Evidensia way of working. They guide how we support each other, innovate, and contribute to our communities.

They guide us to care deeply for animals and people, dare to always look for better ways of doing things, and share our knowledge generously.

Together, our purpose, promises and values connect and inspire around 39,000 IVC Evidensia colleagues as we continue our journey to become the world's best veterinary group.

### Strength in scale

From our beginnings in 2011, IVC Evidensia has grown into a global network of over 2,500 clinics, hospitals and out-of-hours centres across 19 countries.

Today, we are the largest veterinary Group in the UK, Europe and Canada, and the second largest globally.

That scale allows us to invest in our people, our clinics and the profession, and help veterinary medicine continue its evolution, shaped by increasing customer demands and expectations, rapidly developing technologies and capabilities, our own research and innovation, and the growing demand for preventative, personalised care.

Through our More Complete Care clinical strategy, we are setting new global standards for veterinary excellence – combining clinical leadership, innovation and data-driven insight to improve patient outcomes, customer experience and colleague satisfaction.

### Investing in our people

Our people are the heart of IVC Evidensia. We invest in their growth and well-being through continuous professional development, flexible working, clinical leadership and well-being support, creating an environment where everyone can thrive.

By continuing to develop our strong central support for non-clinical tasks, investing in cutting-edge equipment and systems, and fostering a collaborative learning culture, we help enable our teams to focus on what they love most: caring for animals and supporting owners.

Our Clinical Boards ensure we champion clinical excellence and contextualised care, ensuring animal welfare remains at the centre of every clinical decision and supporting our colleagues to apply their professional independence with confidence.

### A vital profession

Veterinary medicine is an essential part of a healthy society, helping protect the well-being of animals, people and the planet.

We're proud to be helping to advance this vital profession: from supporting pet owners and farmers, to tackling antimicrobial resistance, advocating for responsible antibiotic use, and advancing public understanding of animal welfare.

At IVC Evidensia, we see every patient and every owner as part of our shared commitment to a healthier, happier world.

~10m  
Pets per year

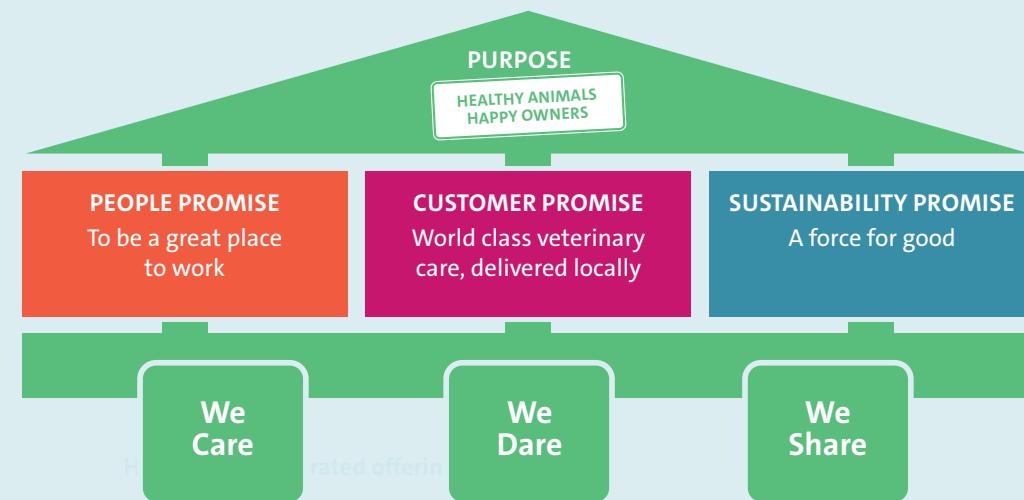
~2.6k  
Locations

19  
Countries

~39k  
Colleagues

~11k  
Vets

#### VISION: TO BE THE WORLD'S BEST VETERINARY GROUP



#### HOLISTIC AND INTEGRATED OFFERING



##### Core Veterinary Services

- First Opinion Practices
- Referral Centres
- Large-scale services
- Out of Hours Services
- Farm & Equine
- Crematoria



##### Ancillary Health Services

- Subscription services
- Online pharmacy

## OUR POSITIVE PAWPRINT STRATEGY

**Our Positive Pawprint strategy is centred around three pillars – People, Planet and Patients – and is underpinned by a commitment to protect the health and happiness of the animals we care for and their owners, while also responsibly managing the environmental and social impacts of our operations.**

The strategy is underpinned by a core set of policies (published at [ivcevidensia.com/positivepawprint](http://ivcevidensia.com/positivepawprint)), commitments and key performance indicators (KPIs), with specific targets set to track progress across all areas of our business. During the year, we carried out a review of the commitments which sit under each of our three pillars to ensure that our strategy remains focused on the most material topics and relevant to 2030.

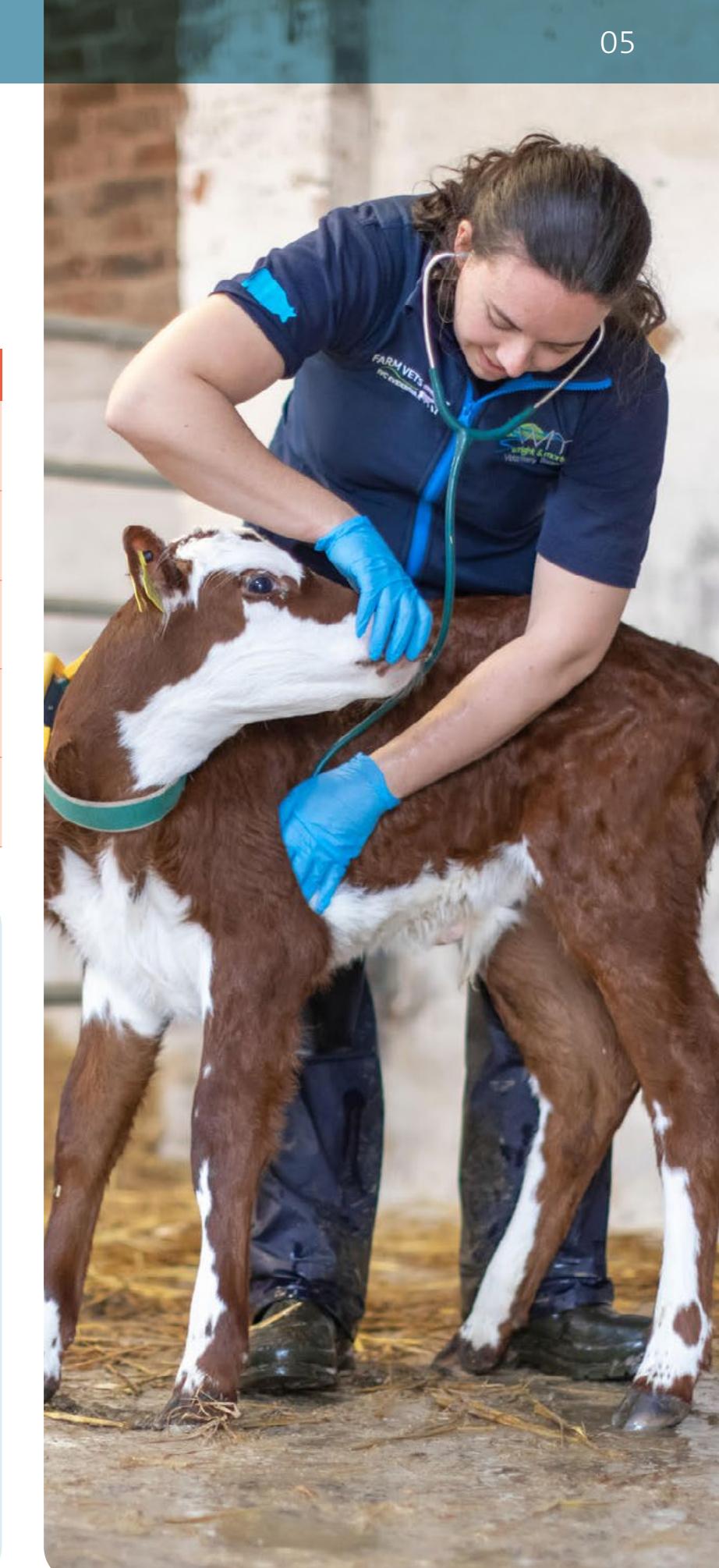
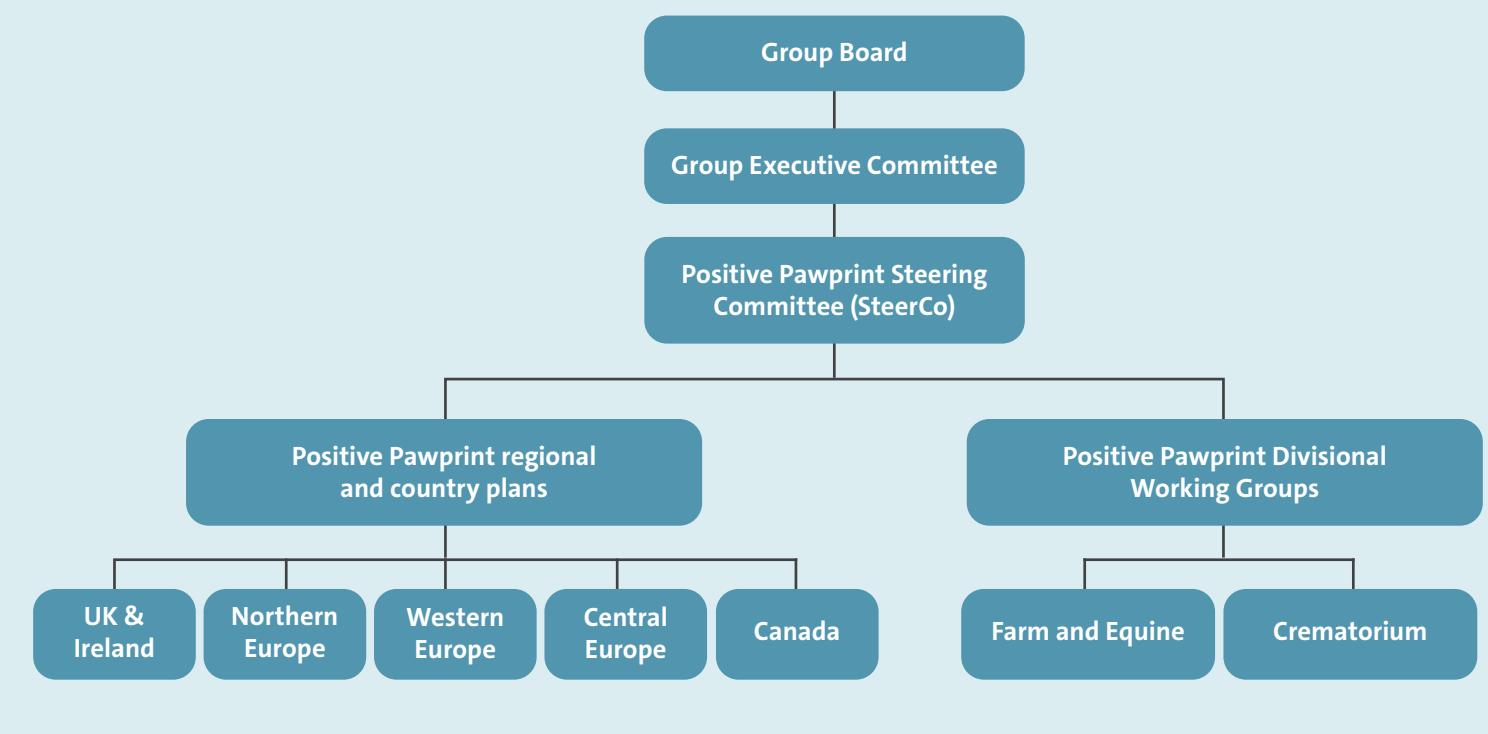
The Group Board has ultimate responsibility for ensuring that our sustainability strategy is implemented, and key sustainability and climate risks are effectively managed. Group CEO Simon Smith has responsibility for sustainability and climate issues at Group Board level. The Group Board and Executive Committee delegate the management of sustainability strategy to the Positive Pawprint Steering Committee. The Steering Committee oversees the implementation of the Positive Pawprint strategy and progress, including performance against our targets, while also reviewing sustainability-related risks, developments and opportunities.

Our largest countries have designated leads to embed sustainability risk 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.

### The Positive Pawprint: Growing our company as a force for good

Caring for People	Caring for Planet	Caring for Patients
Protect, promote and improve the health and well-being of our teams	Transition our company toward net-zero climate impact	Deliver the highest standards of care that meets the needs of patients and provides outstanding support to their owners
Continually develop our professional knowledge and skills, and support everyone to reach their potential	Minimise our waste footprint through circular economy principles	Advance patient outcomes through pioneering research and harnessing clinical innovation
Create welcoming, diverse and inclusive workplaces	Upskill all our colleagues on sustainable veterinary care	Protect and advocate improved welfare standards for all animals
Empower clinics to positively contribute to their local communities	Create and embed industry-leading sustainable procurement practices	Continually share knowledge, and best practice in quality improvement
Ensure human rights are respected across our value chain	Embed responsible pharmaceutical and chemical stewardship, grounded in a One Health approach	Innovate and collaborate in best practice on antimicrobial stewardship

### Positive Pawprint governance structure



## UNDERSTANDING MATERIALITY AND RISK

**Our sustainability strategy is focused on tackling 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 regular materiality assessments. In 2024, we commissioned a Double Materiality Assessment (DMA) to further our understanding of material ESG-related issues, risks and opportunities and to support our preparation for the EU Corporate Sustainability Reporting Directive (CSRD). The DMA involved a process of deep engagement with key identified stakeholders within the business and proxy data.

In early summer 2025, we undertook an internal review of the 2024 DMA to refine the scoring of specific Impacts, Risks, and Opportunities (IROs) considering updated financial assumptions, internal risk thresholds, and evolving business context. The primary objective was to streamline the list of reportable IROs to focus on those most material to IVC Evidensia's business and stakeholders – while maintaining alignment with CSRD expectations, peer reporting practices and responding to evolving expectations around reporting efficiency and strategic relevance. Updates to IROs reflect the revised financial and materiality thresholds, updated internal knowledge and business context, and additional stakeholder insights and evidence.

Following this review, we have also adapted our thresholds for external reporting: future CSRD reporting will include IROs with a score of 4.0 (out of 5.0) or above. This approach ensures that external reporting focuses on those topics deemed most material by the business while continuing to reflect areas of ongoing relevance.

Our next detailed DMA review will be undertaken in 2027.

### Summary of reportable impacts, risks and opportunities per ESRS topic (scored 4.0 and above)

ESRS Topic	No of ESRS subtopics	Impact Materiality	Financial Materiality	Impact, Risk, Opportunity	Value Chain Location
Climate Change E1	3	<div style="width: 100%; background-color: #2e7131;"></div>	<div style="width: 100%; background-color: #2e7131;"></div>	Impact, Risk	<span style="background-color: #66534c; border: 1px solid black; padding: 2px 5px;"></span> <span style="background-color: #1a237e; border: 1px solid black; padding: 2px 5px;"></span> <span style="background-color: #2e7131; border: 1px solid black; padding: 2px 5px;"></span>
Biodiversity & Ecosystems E4	2	<div style="width: 100%; background-color: #2e7131;"></div>	<div style="width: 100%; background-color: #2e7131;"></div>	Impact	<span style="background-color: #2e7131; border: 1px solid black; padding: 2px 5px;"></span>
Circular economy E5	1	<div style="width: 100%; background-color: #2e7131;"></div>	<div style="width: 100%; background-color: #2e7131;"></div>	Impact	<span style="background-color: #66534c; border: 1px solid black; padding: 2px 5px;"></span> <span style="background-color: #1a237e; border: 1px solid black; padding: 2px 5px;"></span>
Own Workforce S1	2	<div style="width: 100%; background-color: #f0a000;"></div>	<div style="width: 100%; background-color: #f0a000;"></div>	Impact, Risk	<span style="background-color: #1a237e; border: 1px solid black; padding: 2px 5px;"></span>
Consumers/End users S4	2	<div style="width: 100%; background-color: #f0a000;"></div>	<div style="width: 100%; background-color: #f0a000;"></div>	Risk	<span style="background-color: #1a237e; border: 1px solid black; padding: 2px 5px;"></span> <span style="background-color: #2e7131; border: 1px solid black; padding: 2px 5px;"></span>
Entity Specific ES	1	<div style="width: 100%; background-color: #c00080;"></div>	<div style="width: 100%; background-color: #c00080;"></div>	Impact	<span style="background-color: #1a237e; border: 1px solid black; padding: 2px 5px;"></span> <span style="background-color: #2e7131; border: 1px solid black; padding: 2px 5px;"></span>

■ Upstream ■ Own Operations ■ Downstream

Aligned to this work, we also reviewed our commitments, KPIs and targets to ensure they focus on the most material impact areas, from a sustainability and from a strategic point of view. Many targets were coming to an end in 2025, so we have sought, wherever possible, to define targets which now stretch to 2030. Where initiatives are still in trial, targets will be defined during the coming year.

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 for Climate-related Financial Disclosure (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](http://www.ivcevidensia.com/positivepawprint). We will continue to develop the detail of our disclosures as we complete further analysis and strengthen our approach.

## OUR STAKEHOLDERS

Stakeholder views are crucial in shaping our approach, and we aim to ensure their concerns and interests inform our sustainability strategy and initiatives. Further detail on our key stakeholder groups and how we engage with them on sustainability issues is on page 52.

We welcome any stakeholder feedback through our inbox at [positivepawprint@ivcevidensia.com](mailto:positivepawprint@ivcevidensia.com). For further detail on IVC Evidensia's approach to stakeholder engagement, see IVC Acquisitions Midco Limited Annual Report and Accounts 2025.

### Vet Sustain

#### 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.



#### IVC Evidensia's support for the UN Global Compact

In March, the IVC Evidensia Group Board made a decision to support the United Nations Global Compact, reflecting our commitment to sustainable and socially responsible business practices, fully aligned with our veterinary mission. Guided by the Compact's ten universally accepted principles – spanning human rights, labour, the environment, and anti-corruption – we are embedding these values across all areas of our work. We believe that long-term success goes hand in hand with creating positive impact – socially, environmentally, and in the lives of animals. The UN Global Compact provides a valuable framework to continuously improve, act with integrity, and collaborate meaningfully with everyone : our people, customers, suppliers, partners, and communities.

## EMBEDDING SUSTAINABILITY INTO OUR CULTURE

**Our colleagues are the cornerstone of everything we do in practice. Their participation is critical not only to delivering our strategy but also to shaping it.**

To help teams make positive changes, we've developed dedicated Toolkits and resources to embed sustainability into everyday practice. Our Positive Pawprint and Hoofprint Toolkits – and this year, a new Crematorium Toolkit – provide step-by-step guidance for integrating sustainable practices into daily routines. With over 39,000 employees worldwide, empowering local teams remains central to our approach, helping them make meaningful improvements for people, planet and patients.

On completion of a Toolkit, a practice or crematorium earns Positive Pawprint Partner accreditation – a chance to celebrate local achievements and share ideas across markets. Our Positive Pawprint Partners meet every other month to exchange experiences and best practice.

The Toolkits are now supporting sustainability improvements in five countries across the Group. In the UK, we celebrated our 100th Positive Pawprint Partner, with around 300 practices currently working through the programme. We also have growing numbers of Partners in Finland, Sweden, France and Ireland. During the year, we also introduced a Crematorium Toolkit, now adopted by all 17 French crematoria.

**100+**

Positive Pawprint & Hoofprint Partners in our UK business

**5**

Markets using the Positive Pawprint Toolkit

When completing the Positive Pawprint and Hoofprint Toolkits, we ask our teams to focus on actions in the following areas:



### People



- Mental health and wellbeing support
- Regular team-building activities
- Partnerships with local animal charities
- Links with local schools to educate on responsible pet ownership

### Planet



- Environmental action plan
- Adopting low flow anaesthesia
- Replacing single-use products with reusable alternatives
- Green travel planning
- Supporting local biodiversity

### Patients



- Infection Prevention Control Ambassador
- Quality improvement training and use of Care Frameworks
- Using IVC Evidensia Care Fund
- Species-specific waiting rooms to improve patient experience
- Monitoring antimicrobial use



### Supporting sustainability improvements in our crematoria sites

During the year, we adapted our Positive Pawprint Toolkit to create a version tailored to the impacts of our crematorium operations. This has been adopted by our Vetrynity business in France with all 17 crematoria teams using the Toolkit and three having already completed it and become Positive Pawprint Partners.

“

The Toolkit has prompted us to introduce several initiatives to foster team cohesion, including monthly briefings to keep staff informed, regular team lunches to maintain connections, and daily morning coffee gatherings for on-site teams.

Through the Local Community Grant fund, we have also been able to develop meaningful partnerships with local animal charities and begun regularly welcoming veterinary teams and school groups to the crematorium to highlight the importance of pet funeral services and best practices for supporting pet owners.

We are also proud of our environmental initiatives, including the installation of LED lighting, upgrading to energy-efficient heating systems, increased recycling efforts, the gradual elimination of single-use plastics, as well as the installation of bird nests and insect hotels. “

We look forward to sharing these initiatives more actively with clients and visitors!”

Clement Sirgo, Director of the Totes and Vimoutiers Crematoria in France

## EMBEDDING SUSTAINABILITY INTO OUR CULTURE CONTINUED



### Positive Pawprint Toolkit: providing step-by-step guidance to help our veterinary practice teams improve sustainability

**ICR Vets, with three practices around Edinburgh, has been accredited as a Positive Pawprint Partner. Practice Director Kayleigh Walsh explains how the Positive Pawprint Toolkit helped embed sustainability across the business.**

"We formed a dedicated Green Team, with members from all roles and sites. We meet quarterly to plan projects, review progress, and celebrate successes. Balancing sustainability with clinical priorities can be challenging, but by breaking projects into manageable sprints, we've built real momentum. Our focus now is on weaving sustainability, well-being and patient care into everything we do."

When I first came across the Toolkit, my immediate reaction was, "This is brilliant. It didn't feel like a box-ticking exercise, but a genuine opportunity to create meaningful, lasting change. Its focus on People, Patients and Planet made it engaging and accessible, with a clear roadmap that's easy for teams to follow. It felt achievable, collaborative, and something we could truly be proud of."



After proposing it to the senior leadership team, ICR adopted the Toolkit as a Group-wide initiative. Staff quickly rallied around, forming an enthusiastic Green Team to drive ideas forward.

Among the changes they're most proud of is their sustainable anaesthesia project. ICR invested in updated equipment and training to launch low-flow anaesthesia, reviewed protocols to reduce volatile agents, and joined the anaesthetic gas recapture project, cutting emissions while improving patient safety.

Simple actions have also made a big difference. Installing cistern displacement devices across seven toilets is saving thousands of litres of water each year, while new bee-friendly planting, wildflower seed giveaways, and pollinator habitats have transformed their outdoor spaces.

"The Toolkit helped us see how small changes add up. It's been inspiring to watch our team come together to make a real difference – for our people, patients and planet."



### Celebrating Earth Day in Canada

To mark Earth Day 2025, we invited our practices in Canada to make sustainability pledges to reduce their environmental impact and support the Positive Pawprint strategy. For each pledge, a donation was made to WWF Canada to help advance conservation efforts nationwide.



At Briarwood Animal Hospital, we are committed to protecting the health of animals, people and the planet. This Earth Day, we pledge to reducing our paper usage, minimising single-use plastics and optimising our energy usage. We can all be a part of the solution with small changes to our daily lives!"

Selina Farkas, Practice Manager at Briarwood Animal Hospital (ON)



## PEOPLE



# caring for people

Our commitment to our purpose of Healthy Animals, Happy Owners relies on the skills, knowledge and well-being of our around 39,000 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 potential opportunities within our extensive network.



## In this section

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## PEOPLE – AT A GLANCE

### Our commitments



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



Continually develop our professional knowledge and skills, and support everyone to reach their potential



Create welcoming, diverse and inclusive workplaces



Empower clinics to positively contribute to their local communities



Ensure human rights are respected across our value chain

### Our targets

- By 2030, to have 60% of senior roles\* filled by women
- By 2030 to have Wellbeing Champions in 70% of locations
- By 2030, suppliers representing at least 95% of centrally contracted spend to have signed the IVC Evidensia Supplier Code of Conduct or provided their own

### 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

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

### Our key achievements



Over 600 Wellbeing Champions now supporting colleagues across the UK, Spain, Portugal and Canada



Distributed Local Community Grants supporting 290 employee-nominated charities across 12 countries



Partnership with EcoVadis to understand human rights and sustainability risks across our supply chain



New UK training centres to deliver 20,000 of CPD in their first year

## OUR KEY PERFORMANCE INDICATORS

KPI	Metric	2024	2025	% change
Gender diversity	Percentage of women in senior roles*	53%	<b>54%</b>	+1%
Ethnic diversity	Number of vet and nurse scholarships funded for students from ethnically diverse backgrounds (UK only)	55 (41 vet and 14 nurse)	<b>65 (50 vet and 15 nurse scholars)</b>	+18%
Well-being	Percentage of clinics with Wellbeing Champions	n/a	<b>24%</b>	—
Clinical and professional development	Number of hours of online and face-to-face learning as part of internal L&D programmes (does not include external clinical and professional development)	202,398	<b>255,396</b>	+25%
Employee engagement	Percentage of employees taking part in annual Global Employee Survey	75%	<b>75%</b>	—
Safety	Accident incidence rate per 1,000 employees**	143	<b>182</b>	+27%
Supply chain standards	Percentage of Group suppliers (by spend) signed up to IVC Evidensia Supplier Code of Conduct	91%	<b>94.4%</b>	+3%
Community investment	Number of IVC Evidensia Local Community Grants awarded	228	<b>242</b>	+6%

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

\*\* Improved reporting process and tracking introduced 2025



## SUPPORTED, ENGAGED TEAMS

We want IVC Evidensia to be a great place to work, so we actively listen to our colleagues and act on their feedback.

Our third Global Employee Survey in February 2024 invited all clinic and support staff to share their views; over 75% (27,000 people across 18 countries) took part. Results showed strong scores for leadership, well-being, and diversity. Country managers then developed local action plans, reviewed by the Group Executive Committee.

In 2025, two pulse surveys explored engagement and leadership. 64% of colleagues responded, with results guiding local improvement actions. We believe clinic leaders are best placed to shape great workplaces, so we focus on helping them turn feedback into tangible change.



## Top Employers 2025 certification for our UK business

In September, our UK business and Vets Now reached a major milestone toward making IVC Evidensia a great place to work by earning Top Employers 2025 certification.

Run by the Top Employers Institute, the programme recognises organisations that positively impact colleagues' lives, assessing areas such as people strategy, work environment, learning, inclusion, and well-being.

We scored 86.66%, above the global benchmark of 85.21% across all industries, regions and continents, and ahead of global brands including DHL and Pepsi Co. – and, to our knowledge, we're the first UK veterinary organisation to achieve Top Employer certification.

The certification recognises progress in our policies, benefits, and development opportunities, while helping us focus on further improving the colleague experience.

**75%**

of colleagues took part in our Global Employee Survey

## PROTECTING AND PROMOTING THE WELLBEING OF OUR TEAMS

**Veterinary work can be emotionally demanding, so we invest in practical support for mental and physical health. All markets run wellbeing programmes built around three areas:**

### Wellbeing 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 as Wellbeing Champions or Mental Health First Aiders, equipping 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

Countries tailor initiatives to local needs while building a global network of Wellbeing Champions. Networks are active in the UK, Spain, Portugal and Canada, expanding further across Canada and other markets in 2026.

### Taking a localised approach to wellbeing in Iberia

Across Iberia (Spain and Portugal), we set out to strengthen wellbeing by not only developing impactful programmes but also addressing root causes locally, listening closely to our clinic teams. We appointed a Wellbeing Champion in each clinic – someone passionate about wellbeing and able to engage their team. These champions have their own forum, meeting regularly to share best practices and feel part of a united, collective effort.

To support them in their role, the Champions are trained and certified in the field of wellbeing in the Veterinary Industry by a tailored programme developed by the Spanish Vet Association, including subjects such as managing burnout and stress, conflict resolution and grief and euthanasia issues.

The Champions have become a much-valued part of clinic culture, working closely with Clinical Directors to resolve conflict, support the teams, and helping to develop responses to feedback from our annual colleague surveys. We currently have Champions in 80% of clinics in Iberia and are working to increase this ratio in the year ahead.

### Building a wellbeing culture in the UK

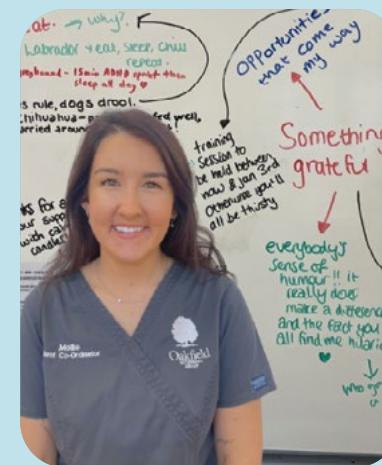
In the UK, we're now a Mindful Employer, having signed the charter to show our commitment to supporting colleagues' mental health. Supporting this, we launched a Mental Health for Line Managers learning series to help managers have better conversations about well-being.

We relaunched our Mental Health First Aiders programme, creating an active, accessible network and began retraining our 500 first aiders, who now have an app for ongoing support. Over 50% of our UK locations now have at least one Wellbeing Champion – all trained to promote healthy choices, support our Colleague Care Calendar, and signpost colleagues to well-being resources.

In the year ahead, we plan to have our wellbeing work formally accredited through an external expert so that we can further develop our resources.



Mollie Harper is a Client Co-ordinator at Oakfield Vets, Castle Bromwich. Although Mollie has only been a Wellbeing Champion for eight months, her practice manager and colleagues have shared fantastic feedback. Through using creative approaches like a gratitude mind-map to encourage colleagues to share and reflect on what they're thankful for, Mollie has helped encourage communication and conversations amongst the team.



### Wellbeing Champions in Canada: Fostering positive wellbeing at work

Launched in April, VetStrategy's Wellbeing Champions programme is at the heart of promoting a culture of care and positive physical, financial and mental wellness. The Champions encourage well-being, offer guidance, and provide support when it matters most. Each Wellbeing Champion brings a unique perspective, deep care for their colleagues, and a shared belief in the importance of positive wellbeing.

Some of our first Canada Wellbeing Champions share their reflections on why they wanted to support their peers and their personal connection to mental well-being:



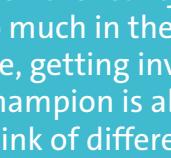
As an Operations Director and having had experience managing teams, I've seen the reality of wellbeing change so much in the last few years. For me, getting involved as a Wellbeing Champion is about continuing to think of different ways to meet people where they are, provide support, and make a difference."

Janna Courtes, Operations Director, Québec region



I have always had a strong desire to help foster a healthy and inclusive work environment. It is very important to me that everyone feel appreciated, valued, respected, and heard. My personal mission is to ensure that no one feels unseen or alone, and to provide a safe space for my coworkers when they need support."

Cathy Meade, Registered Veterinary Technician, Walker Road Animal Hospital



I am very passionate about creating a positive work culture and a happy place to work. I was a registered social worker prior to entering the vet world and encourage my team to chat with me when they need to. I want to advocate for work-life balance and being happy at your place of employment."

Sarah Ganeo, Practice Manager, Vaughan-Richmond Hill Veterinary Emergency Clinic

## BUILDING A STRONG LEARNING CULTURE

**We have invested around £70 million in learning over the last five years, building knowledge and skills, and developing career pathways, for clinical teams, leaders and managers.**

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 wide range of diverse Continuous Professional Development (CPD) opportunities are evidence based, aligned to our business priorities, easily accessible, and designed to support personal and career progression for all experience levels.

Our Learning Hub is available to colleagues in all markets and provides 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

Our Graduate Academy offers the next generation of young vets a supported and inspiring start to their veterinary careers.

This year, we welcomed 176 graduate vets into our Academy programme, giving them a structured pathway to further developing their clinical expertise, expand their practical skills, and be part of an international network of talented veterinary professionals. Each June, our graduates come together at the IVC Evidensia Graduate Academy Congress, taking the opportunity to hear from inspirational speakers, take part in clinical case discussion, collaborate and celebrate.

Extra-Mural Studies (EMS) are a key part of UK veterinary training, but farm and equine placements can be challenging due to the extra travel and accommodation costs involved, which often involves rural areas.

To make these experiences more accessible and inspire future farm and equine vets, we run two week-long EMS Bootcamps. This year's equine bootcamp offered hands-on training in a supportive setting, with students learning in our onsite equine facilities under the guidance of experienced mentors.

Highlights of the Bootcamps have included a live equine rescue demonstration by Derbyshire Fire and Rescue Service, providing a low-stress environment for students to experience vets and emergency teams work together at accident sites.

Students also took part in lectures, demonstrations, and workshops covering topics from clinical exams and lameness to suturing and dentistry – all designed to build confidence in a low-pressure environment.

We also offered two EMS bursaries to make placements more accessible, covering all delegate costs for participants from underrepresented backgrounds.



Live Equine Rescue Demonstration at equine EMS Bootcamp



### Spotlight on our French Graduate Academy

Ludovic Freyburger, Country Medical Director for France, led our graduate training and reflects on the impact:

"24 young practicing veterinarians, from many French and other European international veterinary training courses have shown a keen interest for 2 consecutive days and more than 20 hours of training as part of the Graduate Academy that I was able to develop at IVC Evidensia France, for 4 years. During this module, participants had the opportunity to develop their skills in preventive medicine, work on their clinical approach through risk analysis, – Improved their ability to communicate in the context of the relationship with their customers.

They also acquired the scientific and medical knowledge required to interpret, update and implement the international vaccination protocols for dogs and cats, published at the end of 2024 by the WSAVA (World Small Animal Veterinary Association). Their main objective: to always offer the best possible and personalized medical care to keep their patients healthy! It was a great pleasure for me, as a trainer, to pass on knowledge and skills to highly motivated young vets who are eager to learn!"



**£70m**

invested over the last five years in building capacity across the Group, ensuring our teams have the clinical skills needed for today and tomorrow

## BUILDING A STRONG LEARNING CULTURE CONTINUED



### IVC Evidensia Academy Training Centres launch in Birmingham and Dunfermline

The new IVC Evidensia Academy Training Centres in Dunfermline and Birmingham are set to deliver 20,000 hours of Continuous Professional Development (CPD) together this year.

Located at the Vets Now support centre and at our Blaise Referral Hospital, our new Training Centres offer high-quality courses in clinical and non-clinical skills for veterinary professionals, allowing practitioners to develop their skills through practical experience, as well as theoretical learning.

Director of Professional Culture, Daniella Dos Santos, drove the concept from the beginning. She said:

“Our new UK Training Centres are an exciting opportunity to transform the training and development experience for our teams, and in time, for the whole profession.”

The new Training Centres feature wet labs for surgical and dental training, plus modern x-ray and seminar rooms equipped with ceiling-mounted cameras for live demonstrations. They also include phantom models for ultrasound and simulators for echocardiography.



The long-term goal is to make this training available to veterinary professionals nationwide, helping to benefit the whole sector.”

Daniella Dos Santos,  
Director of Professional Culture

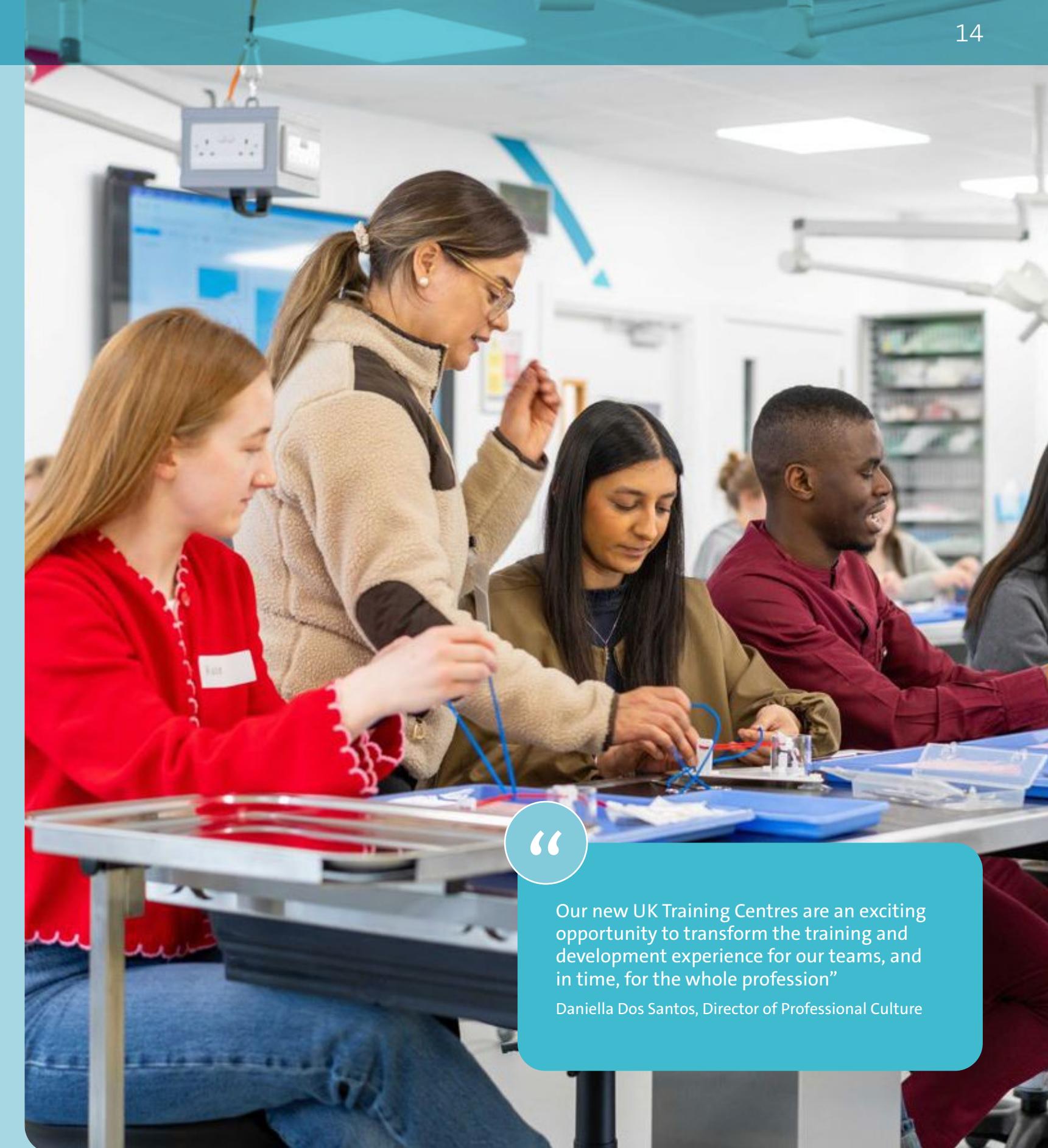
# 20,000

hours of continuous professional development this year

Courses are led mainly by clinicians from across IVC Evidensia, ensuring the highest standards of practice. In the first week, sessions included surgical training from Frances Bird and Juan Jose Camarasa, European Specialists in Small Animal Surgery (Pride Veterinary Referrals) and Ana Marques, Referral Soft Tissue and Interventional Radiology Surgeon (Vets Now Glasgow).

Designed to support the wider veterinary community, the centres offer tailored courses to help colleagues develop their skills. While currently open to IVC Evidensia teams, the long-term goal is to make this training available to veterinary professionals nationwide, helping to benefit the whole sector.

“These centres will allow us to provide tailored training, whether you’re just starting your career or you’re looking to develop new skills and techniques. The training will help us deliver exceptional care for pets and their owners by ensuring our colleagues and eventually the wider profession continue to grow and develop their expertise.”



Our new UK Training Centres are an exciting opportunity to transform the training and development experience for our teams, and in time, for the whole profession”

Daniella Dos Santos, Director of Professional Culture

## BUILDING A STRONG LEARNING CULTURE CONTINUED

### Leadership development

**It is the role of our leaders, particularly those in our clinics, to engage, inspire and develop our colleagues every day.**

Developing the capability of our leaders is an ongoing priority, and we continue to create opportunities for leaders to build their confidence, improve self-awareness, and strengthen leadership skills via a range of different programmes available across all markets.

Now in its fourth year, the Artemis Leadership Development Programme continues to be a cornerstone of our People strategy to build the capability of both current and future leaders. The individuals who join the Artemis programme highlight it as a turning point in their development as leaders, since it represents an opportunity to step back, reflect, and stretch their leadership in new ways.

“

I feel confident in my ability to enter a situation and be able to effectively lead others. I had recently taken on the management of another clinic, and the skills from Artemis assisted me with supporting double the staff”

Artemis programme participant, 2025

“

It allowed me to better understand my strengths and areas that I struggle with. All the methods and techniques given are allowing me to develop and manage better the workload and challenges faced, thus helping my well-being”

Artemis programme participant, 2025

The programme has been re-designed for 2025 to ensure its content and design continue to be fully aligned with our Leadership Behaviours. This year's cohort of 48 colleagues from across all markets are learning and interacting online, blending Action Learning Sets, one-to-one coaching, and exposure to executive leaders from across the organisation. Our participants describe the experience as both challenging and energising, giving them space to dismantle barriers, test fresh ideas, and explore different approaches to leading.

Through Artemis, our leaders are not only learning how to sustain peak performance, but also discovering how to inspire innovation and drive meaningful, transformative change across IVC Evidensia.

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.

Listening to the feedback of colleagues who told us that they value the flexibility of on-demand digital content to complete during times that are suited to their schedule, we launched a Leadership Skills series of five e-learning solutions covering the topics of Feedback Conversations, Leading Self, Managing Conflict, Impactful Conversations and Motivating others. These are hosted on the Learning Hub and are available in English, French, Dutch, German, Spanish.

Over the next year we will continue to develop new content as well as continue to adapt and scale the leadership development programmes for consumption across the IVC Evidensia network. A key focus will be embedding our six leadership behaviours into our key people practices.



### Our leadership behaviours

#### Motivating

Show self-belief, build strong teams, motivate others to reach their potential.

#### We Care

#### Resilient

Effectively manage their own well-being and that of others, quickly recover from challenges, and learn from mistakes.

#### Results-driven

Relentlessly seek to improve business performance, act decisively, drive progress through clear expectations.

#### We Dare

#### Lead for the future

Balance the perfect and pragmatic, prioritise long-term progress, drive sustainable innovation.

#### Humble

Act with integrity, earn trust through transparency, pursue personal development.

#### We Share

#### Collaborative

Stretch outside their own areas of expertise to drive performance, happy to learn from others, inspire teams through great communication.

## A DIVERSE AND INCLUSIVE WORKPLACE

**We are committed to offering 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.



### Gender diversity

We set a goal to have women in half of all senior roles\* by 2025 and, we continue to exceed this target, with women now holding 54% 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, targeting at least 60% of senior roles to be held by women by 2030.

One of the key initiatives supporting the development of more women leaders is our Artemis International Leaders Programme. More details are on page 15.

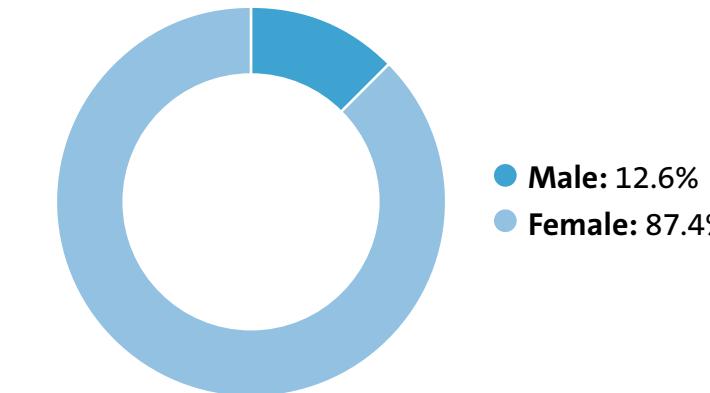
Flexible working can support a healthy work-life balance for all colleagues, and make it easier for colleagues to balance career and family life, and particularly when making life decisions. In the UK, our Flexible Working Toolkit and Farm24 out-of-hours programme continue to ensure that flexible working is available across our business.

We 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.

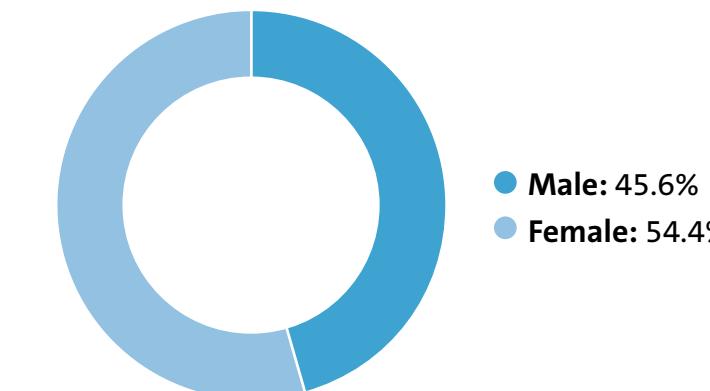
\* Senior roles defined as Board, Executive Committee and direct reports, Group Veterinary Medical Board (GVMB), Country Managers and direct reports, and Clinical Directors.

### Gender diversity across IVC Evidensia

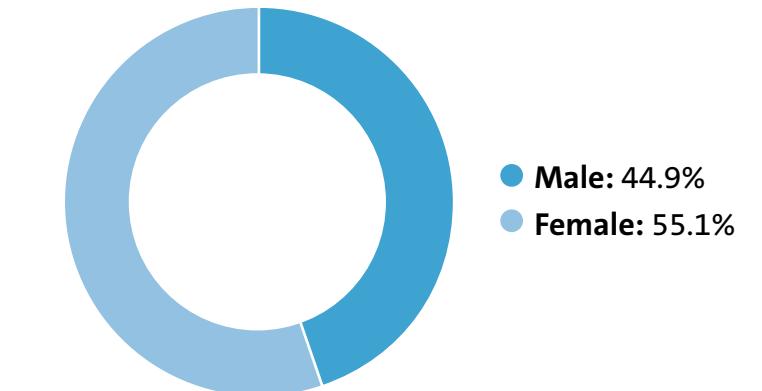
#### All employees



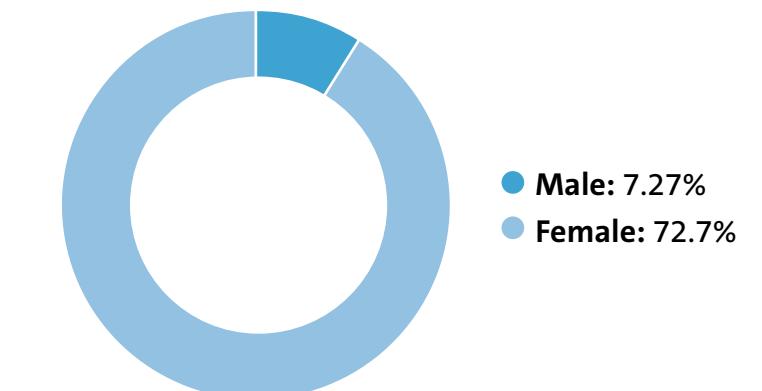
#### Senior roles



#### Clinical Directors



#### Group Veterinary Medical Board



## A DIVERSE AND INCLUSIVE WORKPLACE CONTINUED

### Improving awareness and support for our neurodivergent colleagues

We are committed to creating a neuro-inclusive culture and working environment that embraces the full diversity of how people think, learn, and process information – ensuring that everyone feels respected, supported, and able to thrive.

Our Neurodiversity colleague network continues to go from strength to strength, offering a confidential peer-led discussion space exclusively for neurodivergent colleagues, creating a supportive and non-judgemental environment to share experiences, connect with others who relate and advocate for meaningful change. Over 100 colleagues from the UK and Canada are currently taking part.

Additional resources are available including a Toolkit for managers with guidance on how to support neurodivergent colleagues, creating a positive work environment, and flexible and tailored adjustments. The Toolkit has already had almost 10,000 downloads.

Almost  
**10,000**  
downloads of our Neurodiversity Toolkit  
for managers

#### The positive impact of peer support

**For Laura Playforth, Group Quality Improvement Director, there's something uniquely powerful about speaking to someone who truly understands your experience – someone who gets it without you needing to explain every detail.**

At IVC Evidensia, Laura has seen that power first-hand through a neurodiversity support group she's part of. People often arrive unsure of what they need, but through open discussion, they start to uncover adjustments they hadn't considered, or finally find words for needs they've felt but never voiced.

*"I've seen someone encourage a colleague to ask for flexible shifts, then suddenly realise they'd never asked for that themselves, even though they'd been struggling for months," Laura recalls. "Another person realised, after hearing others talk about sensory overwhelm, that they needed short rest breaks woven through the day, not just during lunch."*

These conversations help people recognise that they're not asking for too much. They're asking for what enables them to do their best work. *"And that's not just okay,"* she adds, *"it's essential."*

The support group, she says, is not about having all the answers. *"It's a safe space to say, 'I'm struggling but not sure why,' or 'I'm trying something new and I don't know if it'll help.' People help each other explore ideas, test wording, or reframe self-doubt. That validation can be exactly what someone needs to feel confident speaking up."*

Laura believes there's a lot leaders and managers can learn from this model of peer support. *"At the heart of it is a simple mindset: listen first. Make it safe for people to share what they need, even if they don't yet know how to say it. The best environments are those where uncertainty is met with curiosity, not judgement."*

For Laura, that's the real lesson. *"Peer support reminds us that sometimes the most valuable thing we can offer each other isn't a solution, it's understanding. When people feel seen and heard, that's when real change starts to happen."*

“



Whether it's another neurodivergent colleague or a peer who's been through something similar, those conversations can bring both comfort and clarity"

Laura Playforth, Group Quality Improvement Director



Canadian Teams

#### Marking Pride month at Wellesley Animal Hospital, Toronto

To mark Pride Week, the Finland team opened the Helsinki head office and Mevet hospital for a public event. Visitors toured the hospital, enjoyed refreshments, and learned how the team supports animals, people, and the environment. Equality trainer Julianna Brand-Smal spoke about inclusion, sparking open discussion on privilege, empathy, and treating everyone – and every patient – with respect. It was a valuable opportunity to share progress, reflect, and connect with the community.

In June, colleagues, friends, and family joined the Helsinki Pride parade, proudly carrying the Evidensia flag among 100,000 participants. The team appeared on Finnish TV and helped fill the streets with colour, energy, and unity – celebrating love, equality, and diversity at work and beyond.

Across Canada, colleagues shared how they'd embrace inclusivity during Pride Season, supported by VetStrategy grants for five practices. Wellesley Animal Hospital in Toronto offered pet treats and water to paradegoers while raising funds for the Farley Foundation, and Lauzon Veterinary Hospital in Windsor hosted a Pride Day with team members wearing scrubs in Pride flag colours.



Our Finnish Team take part in Helsinki Pride march

## A DIVERSE AND INCLUSIVE WORKPLACE CONTINUED

### Promoting greater ethnic diversity in the veterinary profession



**We established the IVC Evidensia Ethnic Diversity Scholarship Board in 2021, with the aim to address the lack of diversity within the veterinary profession by creating opportunities to nurture and develop future vets and nurses from low income and racially marginalised backgrounds.**

The veterinary and veterinary nursing professions remain overwhelmingly white. Although overall diversity is increasing in the profession, change has been slow, and this lack of representation limits opportunities for aspiring professionals from diverse backgrounds but also risks being out of touch with the communities they serve.

Our scholarship programme has now supported 50 future vets, alongside 15 future veterinary nurses through the Vets Now nursing scholarship, with our first cohort graduating soon. Scholars receive a £5,000 bursary each year of their course to support with living or travel expenses, together with mentoring and networking opportunities to support them as they complete their studies, and as they start their veterinary careers.

“

If I were to sum it up, I'd say that it felt like I was really a part of something important. It was great to be in a room where you're not the only one and I think it's safe to say everyone there was passionate about ethnic diversity and being part of a change.”

IVC Evidensia ethnic diversity scholar

“

I'd say one of the best parts is seeing and meeting all the new faces each year, and reminiscing on what the start of my vet journey was like. I remember my outlook was quite bleak when it came to meeting other people like me on the course, but these events are a yearly reminder that I'm not alone, and that progress is being made.”

IVC Evidensia ethnic diversity scholar

The annual networking day provides an opportunity for the scholars to connect with peers, engage with inspiring guest talks, and meet members of the leadership team. Reflecting on the day, attending scholars highlighted the opportunity to reconnect with like-minded individuals:

Mandisa Greene, Chair of the Ethnic Diversity Scholarship Board and Medical Director at Vets Now, shared the importance of the diversity networking event for the future of the veterinary profession: *“Through IVC Evidensia and Vets Now, the scholarship programmes are helping to ensure the future of our profession is shaped by all voices. This networking event reminds us how vital it is to hear and truly listen to the next generation, whose passion, ideas and lived experiences will enrich veterinary medicine for years to come. By creating spaces where every voice is represented and valued, we not only strengthen our profession but also affirm that belonging and opportunity are for everyone.”*

Currently, the Board is working to expand career development and learning opportunities further with tailored support, mentoring and access to industry events to help prepare scholars for a thriving career ahead.



### Supporting diversity and inclusion in farm practice

Within our UK farm teams, our EMS bootcamp has been designed to increase opportunity for marginalised students to receive a positive experience in farm animal practice through bursaries and role models to support the students in an inclusive way. We also sponsored the opening of Lancaster Vet School earlier this year, who are intentionally recruiting students from marginalised backgrounds.

All of our Farm teams have been encouraged to complete the AgDiversity course, created by Nuffield Farming. Sponsored by Harper Adams University, McDonalds UK and Ireland and Animal and Horticultural Development Board, it allows participants who complete the course to be registered on a list where potential jobseekers or students can check to see whether diversity education has been undertaken before they apply. The list is also cross-referenced by the Royal College of Veterinary Surgeons for their own EMS database. IVC Evidensia Farm vets have led this adoption within the agricultural sector.



## HIGH STANDARDS OF HEALTH AND SAFETY

### We're committed to maintaining high health and safety standards across our Group, ensuring everyone who works in or visits our sites goes home safe and well.

In 2025, we launched our revised Group Health & Safety Policy and Framework, outlining six clear objectives as part of our wider Governance and Risk Protocols. As we move into 2026, our focus is on embedding these into regional KPIs and ensuring consistent alignment across all regions.

Our Group Health and Safety Manager works closely with regional representatives to support implementation and encourage collaboration and shared learning, and more than 30,000 colleagues have now completed our health and safety training module.

Last year, we introduced a risk management platform covering incident and near-miss reporting, compliance, auditing, and risk assessment. Engagement has been strong, helping teams focus on key priorities.

In 2025, our incident rate per 1,000 employees increased to 182 (from 143 last year). This rise in reporting shows growing awareness and better data accuracy. It's helping us strengthen our regional and strategic risk approach, refine our Health and Safety Heat Map, and target audits where they're most needed. These focused audits are driving stronger engagement, compliance, and collaboration – momentum we'll continue to build on in the year ahead.

### Making prevention and safety a daily reflex in France

In 2025, IVC Evidensia France launched a revised Health, Safety and Environment (HSE) policy with a clear ambition: to make prevention and safety a shared reflex across our network.

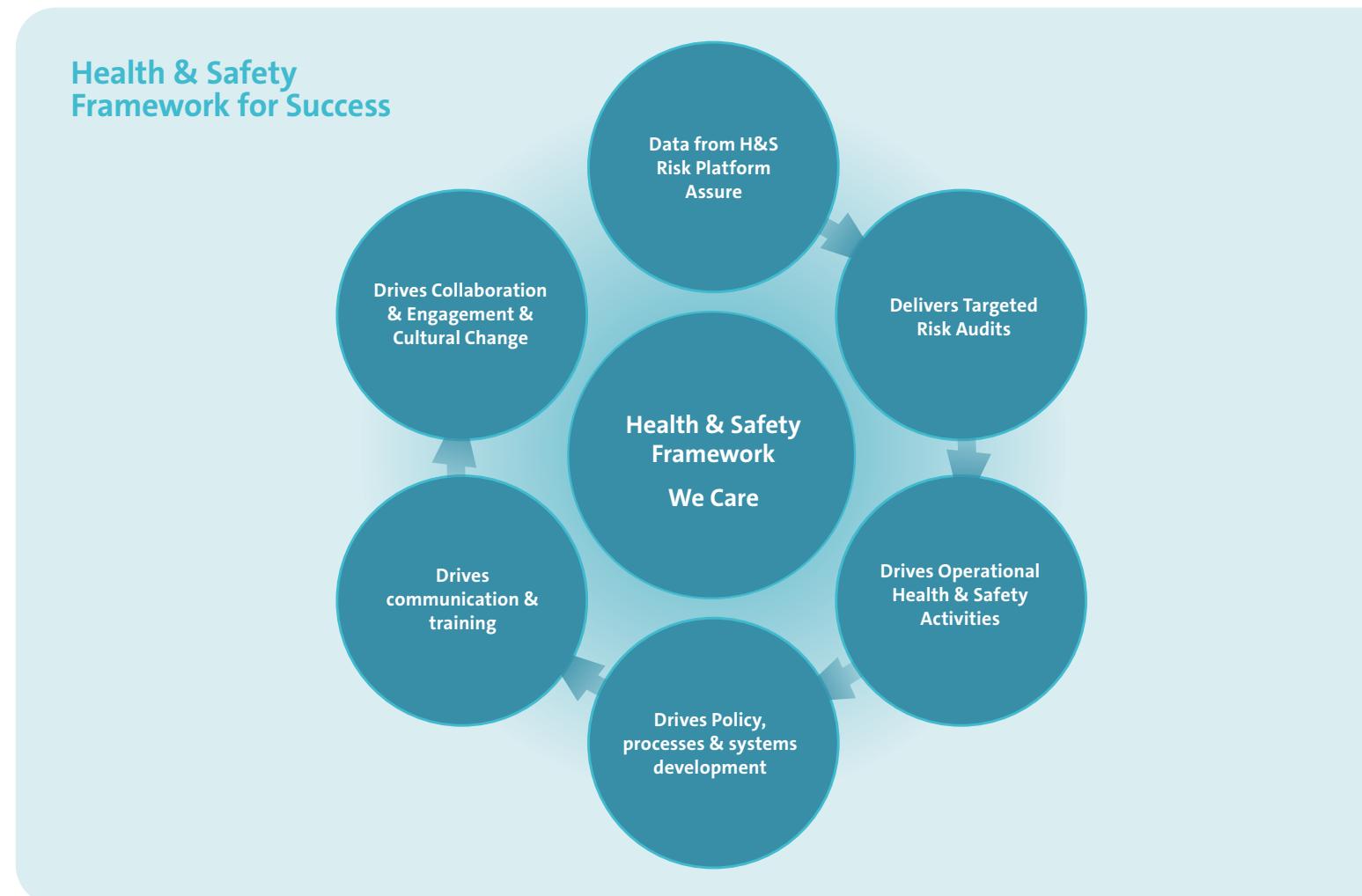
During the year, 34 clinics underwent HSE audits covering over 20 topics, from workplace accidents and fire safety to chemical and psychosocial risks. Each clinic received a detailed report and a tailored action plan co-designed with local teams to manage risks effectively.

A new HSE training programme is being rolled out to engage all employees and promote a strong safety culture, supporting the move towards a shared national HSE management system.

In partnership with ALARA Expertise, we also launched national projects on key risks including radio protection, chemical safety, fire prevention, electrical compliance, and contractor management.

#### LOOKING FORWARD

Looking ahead, a national HSE dashboard will track workforce data, incidents, and key safety indicators – reinforcing our shared commitment to making health, safety, and environmental protection central to our culture.



## RESPECT FOR HUMAN RIGHTS

### We are committed to respecting the human rights and dignity of everyone working in our business and supply chain.

Our Human Rights Policy and Global Code of Ethics are shared with all employees and suppliers, while our Global Whistleblowing Policy provides a confidential channel to report concerns.

We build collaborative partnerships with suppliers, communicating our expectations and supporting continuous improvement – benefitting our people, partners, and the communities we serve.

Our Supplier Code of Conduct defines the standards we expect, including fair treatment, safe working conditions, and compliance with International Labour Organisation standards. It has been issued according to supplier spend, sector, and risk level. To date, suppliers representing over 94% of our centrally contracted spend have signed or confirmed equivalent standards.

## ecovadis

To strengthen due diligence, we've partnered with EcoVadis, introducing an internationally recognised ESG assessment tool that gives deeper insight into human rights and sustainability risks across our supply chain and to support both IVC Evidensia and our suppliers to pinpoint those areas where improvements can be made to improve environmental or social impact, and support regulatory compliance.

Following training for our Group Commercial team, the project was launched in March 2025. All suppliers will be asked to participate in the EcoVadis assessment, starting initially with top 500 by value. Suppliers will receive a customized sustainability rating from EcoVadis offering detailed insights into their strengths and improvement areas as well as a benchmark with industry peers. Some suppliers will be asked to participate in improvements based on a corrective action plan after their assessment is finished, supporting both IVC Evidensia and our suppliers to improve our sustainability practices in our organisations and along our supply chains.

More information on our progress and activity in this area can be found in our Modern Slavery Statement, available at [www.ivcevidensia.com/positivepawprint](http://www.ivcevidensia.com/positivepawprint).

### Supplier due diligence in action: Vternity France

At Vternity, our French crematorium business, we believe that a responsible supply chain begins with respect for human rights. We are committed to purchasing locally-produced funeral consumables wherever possible. As part of our supplier selection process, we have implemented a due diligence process for our new suppliers (including compliance with regulations such as REACH and EUDR). We also require our suppliers to sign the IVC Evidensia Supplier Code of Conduct. Where we identify a supplier as high risk, we require that they undergo an EcoVadis ratings assessment, and we will use the findings of this assessment to monitor and manage performance through KPIs.



“EcoVadis has given us the opportunity to take a deep dive into sustainability across our value chain, helping us clearly see what we're doing well and where we can continue to improve. While the structure initially felt daunting, working through the assessment ultimately gave us real confidence in shaping our overarching strategy. The platform itself was intuitive to use and provided clear, actionable results along with well-defined next steps.”

Lizzie Barnard, Global Head of Marketing and Sustainability, BOVA



## SUPPORTING OUR LOCAL COMMUNITIES

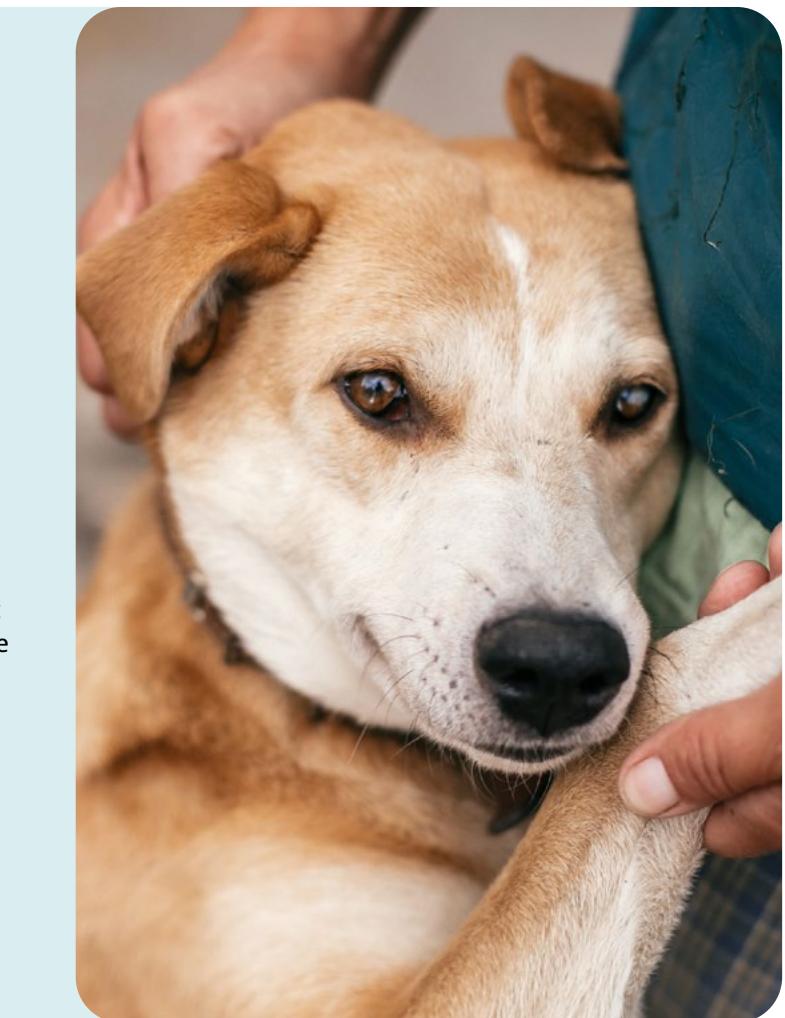
### Our teams play a central part in almost 3,000 communities across 19 countries. We aim to provide the support frameworks which help maximise the positive impact we can have on local, national and also global causes.

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.

### Promoting animal welfare in our local communities

We have long-standing strategic partnerships with thousands of animal charities across our global network, with our veterinary teams providing veterinary care, support, advice and training to both local and national animal charities. In the UK, we support over 1,000 animal charities, donating veterinary care and advice worth over £800,000 per annum. We continue to work to track the extent of our charity partnerships in other large markets.

Many of our veterinary practices also have close ties to schools in their local communities, playing an important role in helping children to learn about animal welfare and veterinary medicine. For example, in Canada, Lomsnes Veterinary Hospital's Dr. Hayley, and pup Mola, visited West Park Elementary School for a career day presentation, where 42 students learned what it's like to be a veterinarian and about pet safety. In Norway, 23 practices invited children from local schools and their parents to visit them during August, with events on responsible pet ownership and animal care, including teddy bear hospitals, drawing competitions, puppy training and sessions with local dog trainers.



Over  
1,000

animal charities supported across the UK, donating veterinary care and advice worth over £800,000

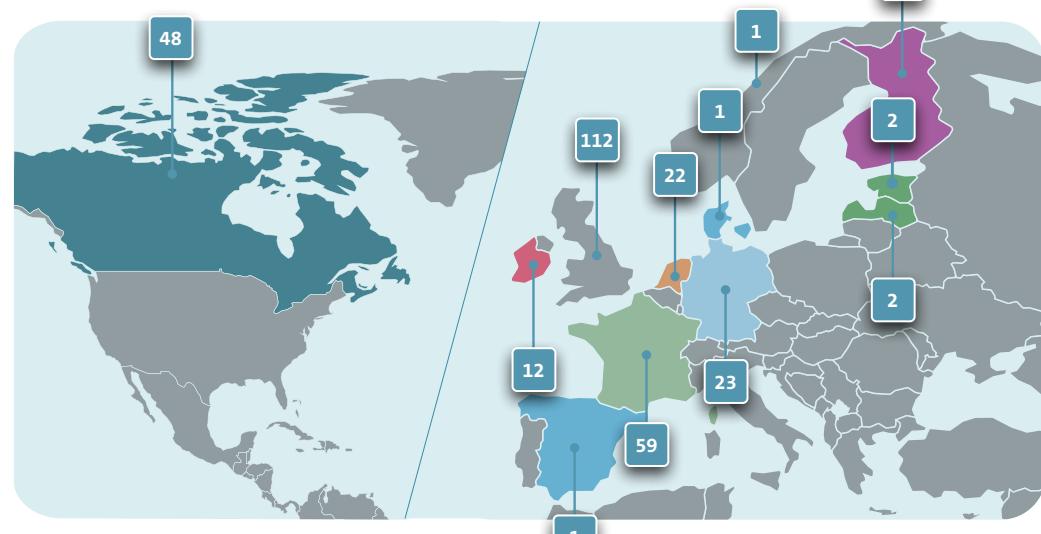
## SUPPORTING OUR LOCAL COMMUNITIES CONTINUED

### Supporting local causes our colleagues care about

**The IVC Evidensia Local Community Grants Fund provides funds our teams can access to help support causes in need within their local community.**

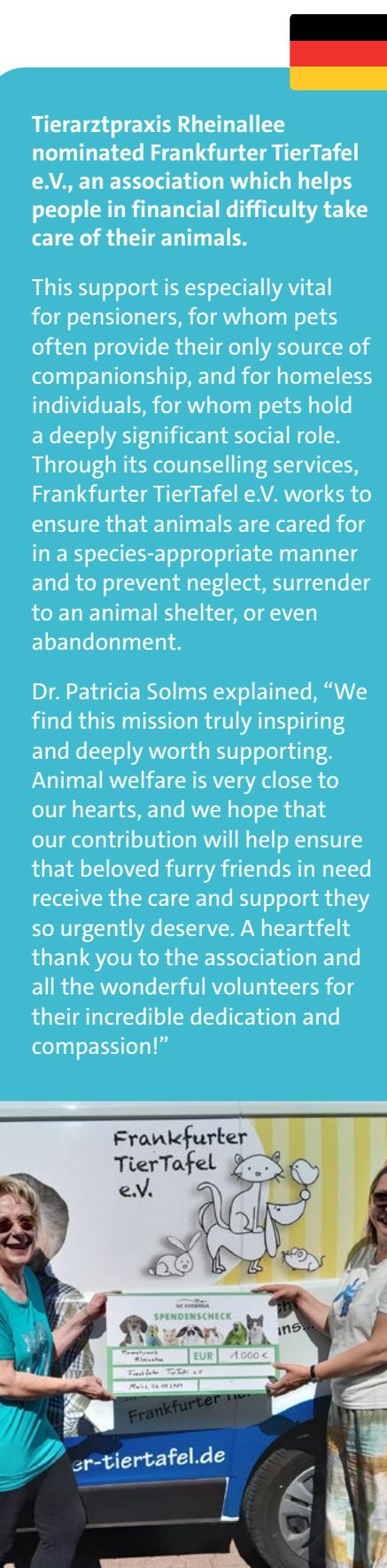
Each location and central team can nominate a local charity or community group that is important to their colleagues, their customers and their community. During the year, 242 teams across 12 countries received grants to support their nominated charities. Grants were made to a total of 290 charities and community organisations with an overall value of £225,543. Charities supported included animal welfare organisations, as well as schools, food banks, homeless charities, hospices and many more.

#### Distribution of Local Community Grants in 2025



# 290

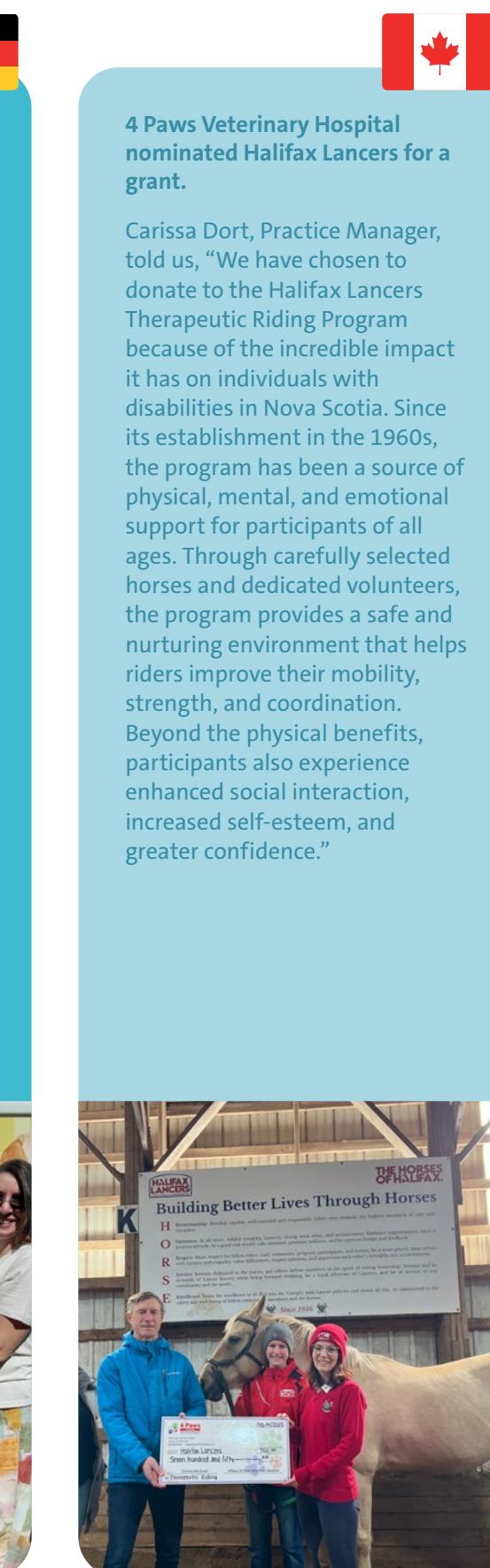
charities and community organisations supported through Community Grants Fund



**Tierarzapraxis Rheinallee nominated Frankfurter TierTafel e.V., an association which helps people in financial difficulty take care of their animals.**

This support is especially vital for pensioners, for whom pets often provide their only source of companionship, and for homeless individuals, for whom pets hold a deeply significant social role. Through its counselling services, Frankfurter TierTafel e.V. works to ensure that animals are cared for in a species-appropriate manner and to prevent neglect, surrender to an animal shelter, or even abandonment.

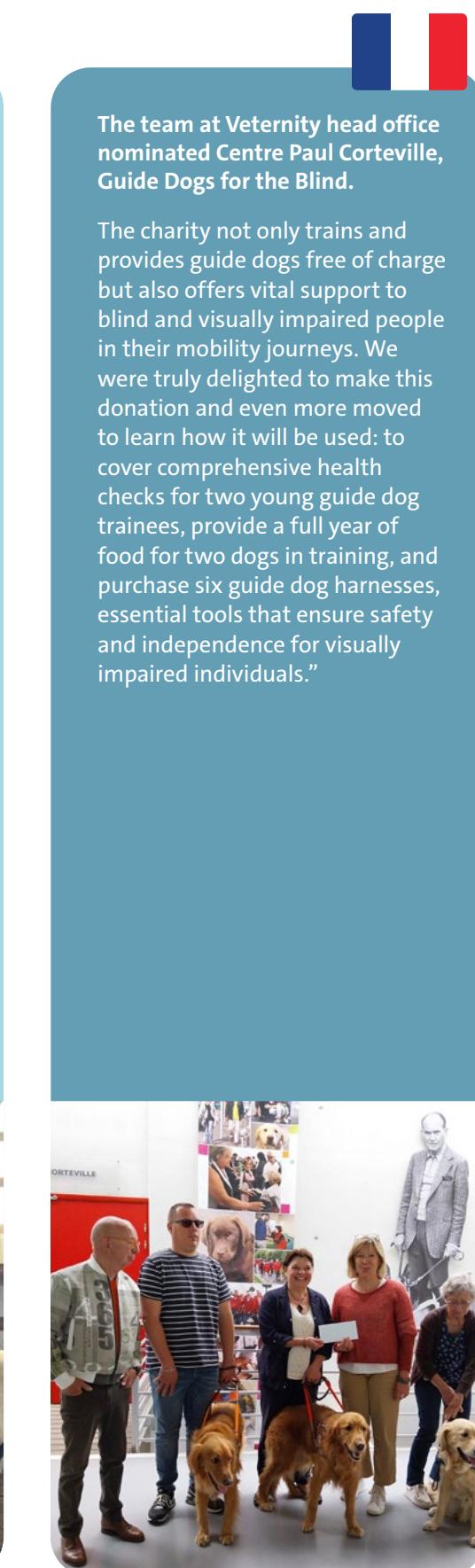
Dr. Patricia Solms explained, "We find this mission truly inspiring and deeply worth supporting. Animal welfare is very close to our hearts, and we hope that our contribution will help ensure that beloved furry friends in need receive the care and support they so urgently deserve. A heartfelt thank you to the association and all the wonderful volunteers for their incredible dedication and compassion!"



**4 Paws Veterinary Hospital nominated Halifax Lancers for a grant.**

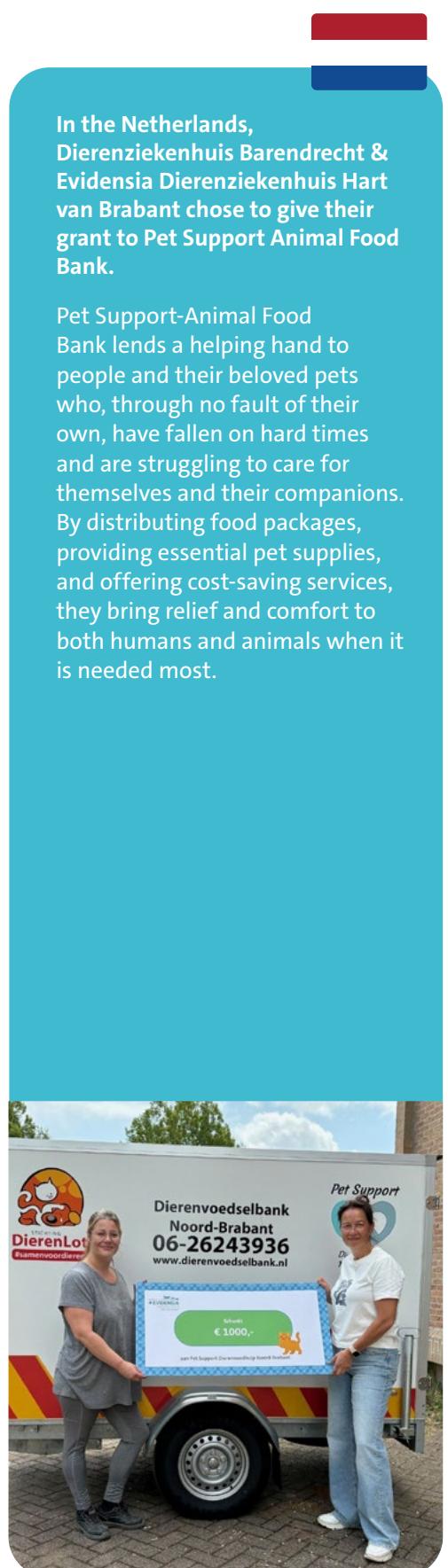
Carissa Dort, Practice Manager, told us, "We have chosen to donate to the Halifax Lancers Therapeutic Riding Program because of the incredible impact it has on individuals with disabilities in Nova Scotia. Since its establishment in the 1960s, the program has been a source of physical, mental, and emotional support for participants of all ages. Through carefully selected horses and dedicated volunteers, the program provides a safe and nurturing environment that helps riders improve their mobility, strength, and coordination.

Beyond the physical benefits, participants also experience enhanced social interaction, increased self-esteem, and greater confidence."



**The team at Vetrynity head office nominated Centre Paul Corteville, Guide Dogs for the Blind.**

The charity not only trains and provides guide dogs free of charge but also offers vital support to blind and visually impaired people in their mobility journeys. We were truly delighted to make this donation and even more moved to learn how it will be used: to cover comprehensive health checks for two young guide dog trainees, provide a full year of food for two dogs in training, and purchase six guide dog harnesses, essential tools that ensure safety and independence for visually impaired individuals."



**In the Netherlands, Dierenziekenhuis Barendrecht & Evidensia Dierenziekenhuis Hart van Brabant chose to give their grant to Pet Support Animal Food Bank.**

Pet Support-Animal Food Bank lends a helping hand to people and their beloved pets who, through no fault of their own, have fallen on hard times and are struggling to care for themselves and their companions. By distributing food packages, providing essential pet supplies, and offering cost-saving services, they bring relief and comfort to both humans and animals when it is needed most.

## SUPPORTING OUR LOCAL COMMUNITIES CONTINUED

### IVC Evidensia teams support emergency response in Valencia



On 29 October 2024, Storm Dana brought over a year's worth of precipitation to several areas in eastern Spain, including the Valencia. Colleagues from our veterinary hospitals and practices in the region were quick to provide emergency support, and to play an active role in the reconstruction efforts in the months that followed.

In the days after the storm, IVC Evidensia volunteers worked in the disaster zone ("ground zero"), caring for animals in makeshift hospitals. Our Care Fund was extended to cover emergency treatment needs of animals, supporting our vets making claims to treat conditions including dehydration, pneumonia and fractures. We were also able to donate essential consumables, coordinated through the Official College of Veterinarians of Valencia, to help care for the animals, and supported the Modepran animal shelter to help rebuild its facilities.

A solidarity account was opened and thanks to the collaboration of everyone, including the effort of IVC Evidensia Group, we raised 21,905 euros to allocate to different groups, including the San Antonio de Padua II School in Catarroja, whose Nature Classroom in the courtyard and dining room were destroyed after the passage of the water. With this donation, we contributed to the restoration of these essential spaces for students, reaffirming our commitment not only to animal welfare, but also to the community and people.

### Supporting animal welfare across the globe



In August, we announced a new partnership with WECare Worldwide – a UK registered charity and Sri Lankan NGO providing vital veterinary care for street dogs in Sri Lanka.

Founded by British veterinary surgeon Janey Lowes, WECare was set up to provide essential and emergency healthcare for some of Sri Lanka's 3 million+ street dogs. The majority of these dogs are unneutered, unvaccinated, suffering from illness or injury, and without owners or guardians to advocate for them. WECare has now grown to a skilled team of 70+, including veterinary professionals and volunteers from around the world – most of whom work on the ground in Sri Lanka's only street dog-dedicated emergency hospital, or with the charity's mobile CNVR (Catch – Neuter – Vaccinate – Release) program, working to sustainably control dog populations and prevent dangerous diseases including rabies.

Through our new partnership we'll provide donations of necessary kit, help make medical supplies more affordable through our supplier network, freely give our knowledge and advice, and support the spread of education throughout Sri Lanka to help make long-term, meaningful change.

Simon Smith, Group CEO of IVC Evidensia, said: "Our international scale gives us a unique position to support WECare. We can provide access to a huge network of expertise and buying power that will help towards their mission of sustainable growth and reaching ever more animals in need."

### VetStrategy clinics come together to support local food banks



Practices across Canada regularly come together to support hundreds of community organisations across the country.

In December 2024, 150 practices in our VetStrategy (Canada) network joined forces for our Holiday Donation Drive, collecting more than 20,000 lbs of non-perishable food, personal hygiene items and pet supplies for community organisations.

In April, for a second year, Support Office team members from coast to coast came together volunteering their time to support food banks and social service organisations in their communities; and a collective 500+ hours were spent sorting food, packing care boxes, preparing meals and more, to support community members in need.

"The VetStrategy Give Back Days event is a great way to connect with my community in a way that doesn't necessarily have anything to do with animals. In St. John's, we have been able to help support the amazing work of Bridges to Hope, a community food bank. They have been so appreciative of the help, and it's been a great opportunity to spend some time with other Support Office team members who I don't normally have a day-to-day connection with. It gives me a wonderful feeling of connection to both VetStrategy and my community." – Heather Quilty, Program Manager, Clinical Learning – RVT and Regional Team Captain in St. John's.

### Collaborating to support a more diverse and inclusive agricultural sector



IVC Evidensia Farm Vets is committed to diversifying the agricultural sector and empowering young people to see their careers in this sector.

As part of Farm Vets' partnership with UK charity, Farms for City Children, farm colleagues from across the UK have found creative ways to raise funds for the cause. Farms for City Children offers young people from underserved areas the opportunity to experience life on a working farm in the heart of the British countryside. Since partnering with the charity last December, Farm Vets has provided volunteer training, educational sessions, and ongoing fundraising, helping improve access to farming skills and encourage disadvantaged young people to explore careers in agriculture.

In September, Three Rivers and Chapelfield Farm Vets took on the Round Norfolk Relay, a 200-mile relay race circling the border of Norfolk. "We first heard about this charity at Farm Congress last year and were blown away by the incredible work they do," shared Olivia Nicholas, Veterinary Surgeon at the Beccles-based farm practice. "This amazing organisation opens the door to the countryside for disadvantaged children, many of whom have never left their city streets."

Thanks to their incredible efforts, over £2,000 has now been raised by the TRAC FV team – double their original target. These funds will go directly towards running the charity's farm stays, allowing more children to engage in immersive activities such as gardening, beekeeping, and chicken feeding, all while building confidence and making lasting memories.



# caring for the planet

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

We recognise that caring for animals goes hand in hand with caring for the planet. From reducing emissions and waste to protecting nature and promoting One Health, our Planet commitments guide our transition to a more sustainable veterinary sector.



## In this section

- 26 Understanding and managing our climate impacts
- 28 Our transition to be a net-zero business
- 32 Reducing waste and focusing on circularity
- 35 Driving sustainability across our value chain
- 37 Protecting nature and promoting One Health

## PLANET – AT A GLANCE

### Our commitments



Transition our company towards net-zero climate impact



Minimise our waste footprint through circular economy principles



Upskill all our colleagues on sustainable veterinary care



Create and embed industry-leading sustainable procurement practices



Embed responsible pharmaceutical and chemical stewardship, grounded in a One Health approach

### 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 2030, increase our recycling rate for non-hazardous waste by 50%\*\*
- By 2030, 90% of white label packaging will be from recycled, reusable or compostable materials

\* Reductions from a 2022 base year. Near-term and net-zero targets have been validated by the Science Based Targets initiative.

\*\* Where IVC Evidensia has control of waste management services

### Alignment to UN Sustainable Development Goals



### Our Policies

- IVC Evidensia Environmental Policy

### Highlights



10,200 LED lights installed across Germany, The Netherlands, France and Canada cutting energy use by over 1.5m kWh per year



Embedding sustainable anaesthesia through low-flow anaesthesia care framework and installation of anaesthetic gas capture technology in all equine and referral hospitals



Vertyney develops 2030 roadmap to electrify the vehicle fleet servicing our French crematoria



Over 2 million blister packs recycled since 2023, equivalent to 8.5 tonnes of waste

## OUR KEY PERFORMANCE INDICATORS

KPI	Metric	Data coverage	2023	2024	2025	% change v FY22 baseline
GHG emissions	Group Scope 1 carbon emissions	Group	46,465 tCO <sub>2</sub> e	43,516 tCO <sub>2</sub> e	<b>44,848 tCO<sub>2</sub>e</b>	-20.2%
	Group Scope 2 carbon emissions		9619 tCO <sub>2</sub> e	14,586 tCO <sub>2</sub> e	<b>5503 tCO<sub>2</sub>e</b>	
	Group Scope 3 carbon emissions		436,469 tCO <sub>2</sub> e	448,461 tCO <sub>2</sub> e	<b>470,503 tCO<sub>2</sub>e</b>	+9.6%
	Percentage of renewable electricity purchased	Group	85%	85%	<b>85%</b>	+20%
Waste	Percentage of waste diverted from landfill <sup>4</sup>	UK	100%	100%	<b>100%</b>	—
	Percentage of non-hazardous waste recycled <sup>5</sup>	UK	46.8%	48.4%	<b>51.4%</b>	+18.4%
Value Chain	Percentage of white label packaging recycled, reusable or compostable		84%	89%	<b>98.7%</b>	+14.7%

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

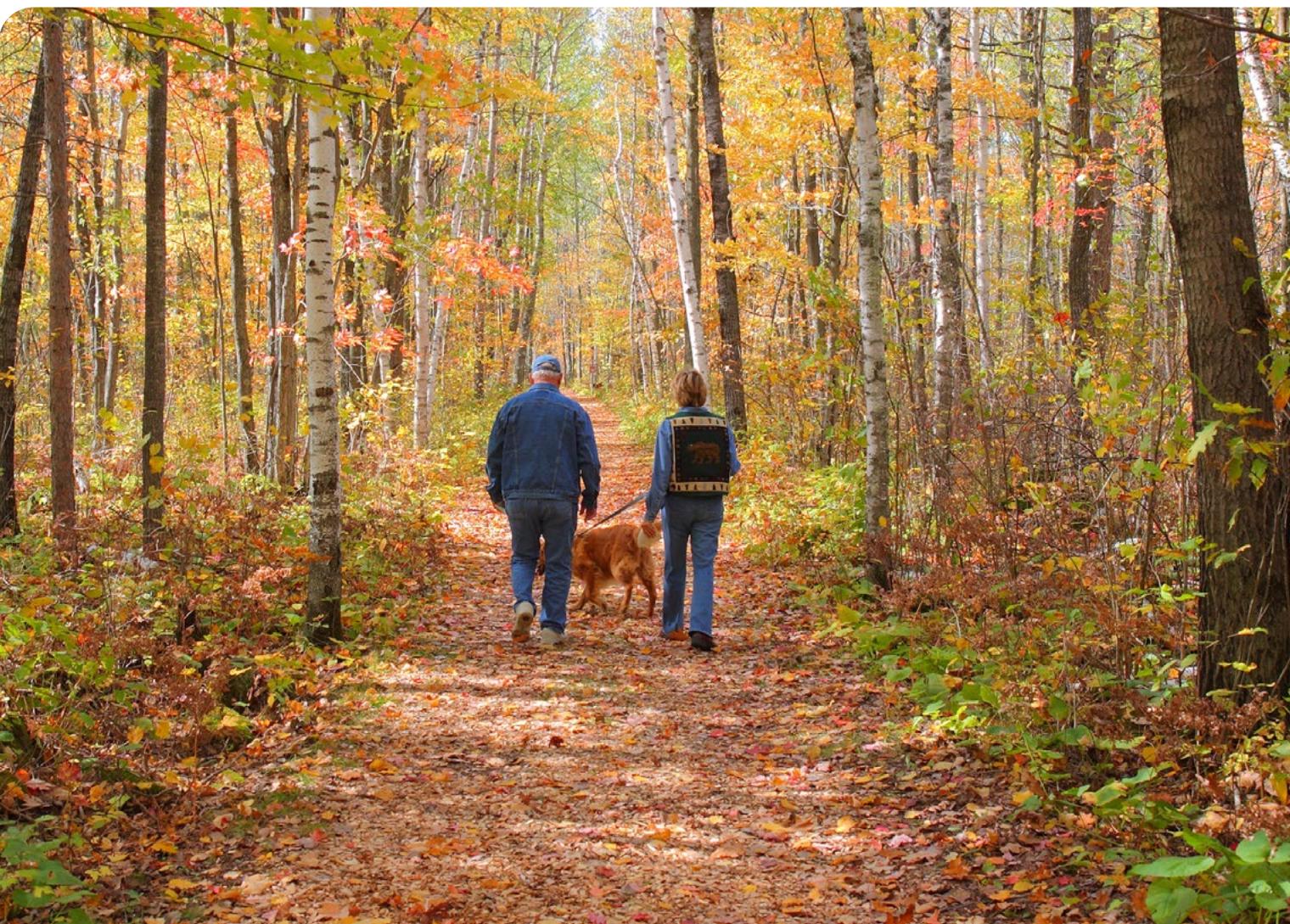
<sup>5</sup> Veterinary sites and offices where waste is managed directly by IVC Evidensia.

## OUR PLANET COMMITMENT

**The climate and nature crises need companies, individuals, governments and financial institutions to take meaningful action-based steps and collective action like never before. We are committed to reducing our impact on climate and nature by driving positive change through our value chain and across the veterinary profession.**

With our Science Based Targets initiative (SBTi) net-zero pathway approved in 2024, we're taking steps across our operations and value chain – from sourcing 85% renewable electricity and improving energy efficiency across our sites, to supply chain climate action programme and the roll out of low-flow anaesthesia training.

Our Group Sustainability team provides leadership on core workstreams, collaborating with key functional teams and supporting our growing network of country-based Sustainability leads. At a local level, our clinics are encouraged to use our Positive Pawprint and Positive Hoofprint Toolkits, providing step-by-step guidance on impact reduction, from energy saving to waste reduction and improving biodiversity (see page 7). We remain ambitious in our approach to reducing our impact and aligning our approach with science. As we improve the scope and quality of environmental data our KPIs and reporting evolve appropriately. Our ultimate goal is to report our full impact and progress across the whole IVC Evidensia Group whilst inspiring others to join us on our journey to be a force for good.



# UNDERSTANDING AND MANAGING OUR CLIMATE IMPACTS

**As one of the largest veterinary businesses globally, we have a responsibility to play a leading role in responding to climate change and building resilience across our operations.**

Climate change is one of the greatest challenges of our time. In the year where the planet experienced record-breaking temperatures, with global average temperatures continuing to be among the warmest on record, potentially exceeding 1.5°C above pre-industrial levels for the year, and with record low Arctic Sea ice, the evidence is clearer than ever that ecosystems and communities worldwide are being disrupted. From extreme weather events affecting supply chains and local communities to the far-reaching implications for animal health, climate change poses risks that are deeply connected to our business, our people, and the animals we care for.

Understanding how rising global temperatures may affect our business, our colleagues, and the well-being and health of our patients is essential to ensuring that we can mitigate risks and adapt effectively to a changing climate.

More detail on our assessment of the risks and opportunities, scenario analysis and our planned mitigations is included in our reporting under the Taskforce for Climate-related Financial Disclosures.

## Our commitments

We are committed to playing our role in reducing our carbon emissions across our value chain in line with leading climate science with bold science-based targets. By 2030 we have committed to reducing our Scope 1, 2 absolute GHG emissions by 50% against a 2022 base year and our Scope 3 absolute emissions by 30%. By 2050 we will be net-zero across our absolute Scope 1, 2 and 3 emissions against a 2022 base year. These targets were validated in 2024 by the Science-Based Targets Initiative. We remain committed to delivering on these targets and being transparent about our progress.

Most 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.

## Our reduction progress

This year, we achieved a 20.2% reduction in Scope 1 and 2 emissions against our 2022 base year, despite strong revenue growth. 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, our ability to track and report reductions in material areas will improve.

## Continuous improvement

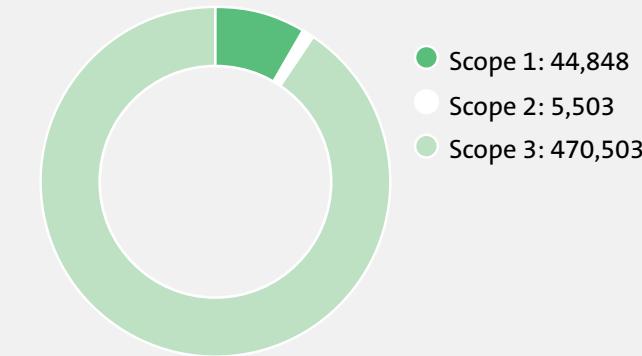
We continue to refine our data systems to improve the accuracy of our sustainability reporting, particularly greenhouse gas (GHG) emissions. At the same time, carbon accounting tools and methodologies are advancing, and we actively seek external expertise and technology to stay at the forefront.

This year, we invested in the sustainability platform Watershed, which automates GHG calculations and enables a revised, more robust methodology. Watershed's regularly updated emission factors and calculation methods ensure we report in line with best practice while freeing more time to deliver our sustainability strategy. The updated approach has been applied to our 2022–2024 data, and the figures in this report reflect those improvements.

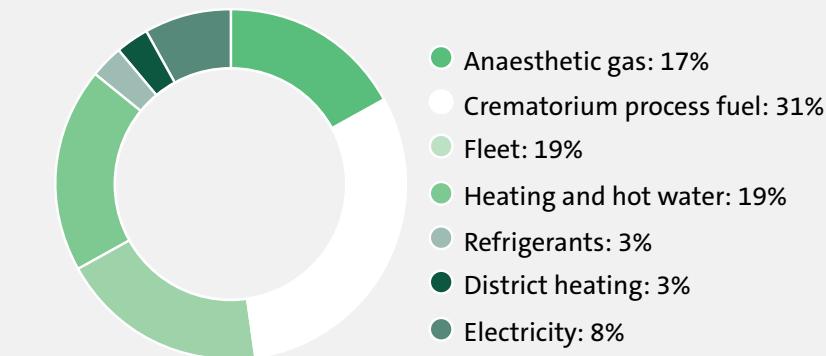
The availability and accuracy of data continues to improve across the Group, enhancing our reporting. Where available, this data was retrospectively applied across prior reporting years. In line with GHG protocol guidance, this accounted for acquisitions and divestments allowing for a like-for-like comparison of our carbon footprint with previous years. In FY26, we will use insights gained in Watershed to continue developing our carbon reduction transition plan.

## Our FY25 Carbon Footprint

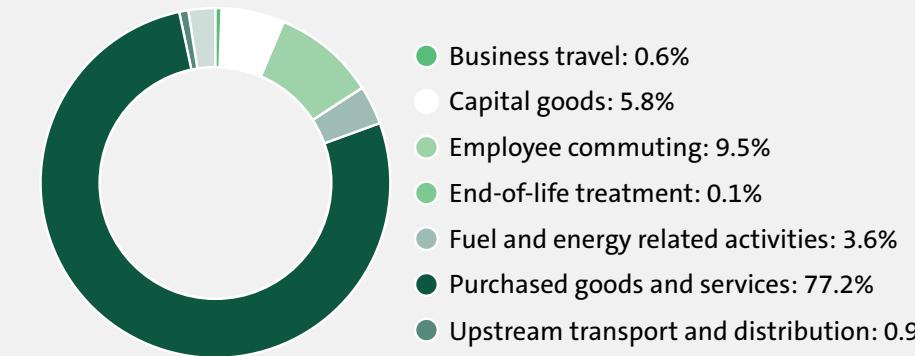
### Total Group GHG emissions (tCO<sub>2</sub>e)



### Operational emissions (Scope 1 and 2)



### Scope 3 emissions



## Methodology

For more information on our Methodology, see [www.ivcevidensia.com/positivepawprint](http://www.ivcevidensia.com/positivepawprint).

# UNDERSTANDING AND MANAGING OUR CLIMATE IMPACTS CONTINUED

## Our Value Chain Emissions

### Upstream

#### Purchased Goods and Services

*Impact: 362,287 tCO<sub>2</sub>e 77% of Scope 3 emissions*

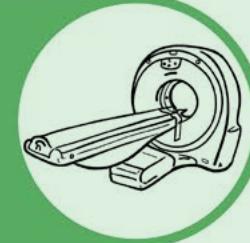
*Primary Levers:*  
Supplier engagement in partnership with Ecovadis  
Supplier collaborations to decarbonise products  
Considering carbon impact within product purchasing decisions



#### Capital Goods

*Impact: 28,230 tCO<sub>2</sub>e 6% of Scope 3 emissions*

*Primary Levers:*  
Consideration of carbon impact across product lifecycle



#### Upstream Transportation and Distribution

*Impact: 4,705 tCO<sub>2</sub>e 1% of Scope 3 emissions*

*Primary Levers:*  
Supplier engagement in partnership with Ecovadis  
Last mile delivery reductions through order and route optimisation



#### Influence and Partnerships

Partnering across the sector to reduce emissions and influence change where it matters most

### Own Operations

#### Buildings

*Impact: 16,623 tCO<sub>2</sub>e 33% of Scope 1&2 emissions*

*Primary Levers:*  
Renewable energy adoption and generation  
Energy efficiency programmes and building design  
Phased exit from natural gas



#### Crematorium

*Impact: 15,405 tCO<sub>2</sub>e 31% of Scope 1&2 emissions*

*Primary Levers:*  
Fuel efficiency investments  
New technologies



#### Fleet

*Impact: 9,812 tCO<sub>2</sub>e 19% of Scope 1&2 emissions*

*Primary Levers:*  
Fleet electrification  
Smart route planning bringing road miles down  
Connected Care



#### Anaesthesia

*Impact: 8,510 tCO<sub>2</sub>e 17% of Scope 1&2 emissions*

*Primary Levers:*  
Sustainable Anaesthesia programmes  
Anaesthetic Waste Gas Capture technology  
Transition to less carbon intensive anaesthetic agents



### Downstream

#### Business Travel and Employee Commuting

*Impact: 49,873 tCO<sub>2</sub>e 11% of Scope 3 emissions*

*Primary Levers:*  
Business travel policies  
Electric car salary sacrifice schemes



#### Waste Generated in Own Operations and End of Life of Goods

*Impact: 15,762 tCO<sub>2</sub>e 3% of Scope 3 emissions*

*Primary Levers:*  
Reducing packaging and increasing recyclability  
Recycling programmes  
Reducing waste volumes through circularity focus



#### IVC Evidensia Greenhouse gas targets\* (from FY22 baseline)

**2030:** Cut Scope 1&2 by 50% & Scope 3 by 30%

**2050:** NetZero

## OUR TRANSITION TO BE A NET-ZERO BUSINESS

### Reducing our operational impact

**We're taking targeted action across our facilities and services to lower emissions, cut waste, and prepare for the transition to a low-carbon future.**

#### Adopting renewable energy

Procuring renewable electricity remains a cornerstone of our strategy to decarbonise our emissions from heating and lighting in our clinics, hospitals, offices and crematoriums.

Transitioning a business which has expanded rapidly across multiple markets with multiple different local energy policies remains complex but, due to our commitment and investment strategy, we continue to make good progress. In 2025 85% of the Group's electricity continues to come from renewable energy. We remain on track to procure 100% renewable energy by 2030.

Increasing energy self-sufficiency, through solutions such as solar generation, is a focus across several of our markets. Local market conditions dictate where opportunities arise, alongside landlord interest or local incentives. Currently, 22 sites in the UK and 29 in the Netherlands generate power from rooftop solar panels, and we are exploring opportunities to invest in solar capability in Spain and Portugal from 2026.

#### Improving energy efficiency

Reducing our energy consumption and becoming more energy efficient makes good environmental sense as well as good commercial sense.

We continue to make good progress improving the energy efficiency of clinic lighting and heating systems. Installing smart meters to accurately track energy consumption, energy efficient

LED lighting and Building Management Systems (BMS) to enable zonal temperature control, and automatic timing are all reducing energy use and helping us deliver significant savings: in a typical clinic this is around 40% for electricity and 20% for gas. Following the roll out of LED lighting and BMS across our UK & Ireland estate in 2024, we have now completed further installations in 68 sites across Germany which included changing 2,175 lights to LED. We also installed LEDs in 184 sites in the Netherlands, 25 sites in France and 46 in Canada. Across these three markets should lead to a reduction in energy consumption of over 1.5 million kWh per year, with a carbon reduction of over 320tCO<sub>2</sub>e.

Smart meters are helping us to track energy use and identify savings opportunities. We now have smart meters across the UK, Ireland, France and the Nordics, and have a rollout underway into other European markets, with installations completed across all German sites and at 76% of sites in Spain during the year. As we look ahead into 2026, we continue to look at further energy efficiency opportunities across Europe and Canada.

#### Decarbonising our fleet

Most of the operational emissions associated with business travel are generated by our farm and equine vets, along with our crematorium drivers who travel long distances servicing their veterinary clients.

Farm and Equine vets have to travel to the animals they support, so often have to cover long distances to reach their patients. As in previous reporting years, our focus remains on reducing fuel consumption by reducing mileage from our existing fleet and through our ongoing transition to electric vehicles. More efficient route planning is an effective approach to reducing fuel emissions and can also provide our clients with a better service. An ongoing focus for our Farm and Equine vets remains on sharing best practice guidance for fuel-efficient driving and raising awareness through discussions at regional and national meetings. Technology can help with this and various ways to deploy it are being explored in different markets.

The phased transition of our fleet to vehicles with lower emissions, including hybrid and electric, is ongoing. Following the change to policies in Netherlands, Sweden and Finland, giving preference to ultra-low emission vehicles (ULEV), we have seen a good uptake. In Finland, for example, 78% of vehicles are now ULEV. In the UK, our salary sacrifice scheme introduced in 2024 makes it easier for employees to purchase a ULEV for personal use. This has seen good uptake.

Our French crematoria business, Veterinity, has developed a 2030 roadmap to electrify its fleet of vans and company cars.

To support this transition, they have begun a roll out of electric car chargers across all sites which will be completed over the next two years. As the Veterinity charging network is installed the transition of the fleet will follow simultaneously. A training and education programme focused on driving efficiency and promoting train travel, where possible, will support the programme.



#### Reducing travel emissions in our Dutch farm business

Our Farm vets travel long distances each week visiting the farms under their care. In the Netherlands, we are working with our Farm vets in four locations to make a phased transition from manual route planning to an automated approach to planning veterinary farm visits and medicine deliveries. The project aims to optimise route efficiency, improving service for our clients, reducing stress and fatigue for our colleagues, cutting miles on the road and fuel emissions.

By introducing full automation of route planning and medicine deliveries, we expect to save up to 49,000 km each year, equivalent to 11.5 tonnes of carbon emissions, or the same as removing 2-3 petrol cars from the road. The first two phases have now been completed with planning for all medicine deliveries and initial veterinary visits now automated, enabling us to provide clients with SMS updates on arrival times and receiving positive feedback from our teams.

# 10,200

LED lights installed in Germany, Netherlands, France and Canada



## OUR TRANSITION TO BE A NET-ZERO BUSINESS CONTINUED

### Moving to lower carbon crematoria

**We are committed to decarbonising our crematoria operations and, as part of this, to leading the veterinary sector in the adoption of new technology.**

One of our more complex areas of operational carbon impact is our crematoria. Our crematorium teams, located in the UK and across Europe, provide services which form an important part of our end-to-end care offer for our clients. However the crematorium industry has a high dependency on fossil fuels to reach the high temperatures required to comply with regulatory standards.

### Sharing best practice

Our crematorium working group brings together the expertise of our teams in the UK, France and the Netherlands, to set and lead our strategy, giving an opportunity to share best practice and discuss possible innovation. Workstreams focus on improving operational efficiency, retrofit of existing ovens to deliver incremental improvements, whilst simultaneously investing in and testing new lower carbon technology.

### Improving fuel efficiency

Tracking and improving fuel efficiency has become core to our operating culture, with daily and monthly tracking and analysis of fuel consumption, supported by training on best practice operation techniques for crematorium teams in France, the UK and the

Netherlands. Guidance on best practice is also shared with other countries with smaller crematorium operations to ensure all benefit from the experience of the larger markets. Crematorium teams are held directly accountable for fuel efficiency, and in France, all colleagues are committed to the Project Four-ever 2026 Gas Savings Challenge.

Retrofitting existing ovens provides further opportunity to cut fuel use. One example of this was the successful trial of pilot flame burners on one oven at Castelsarrasin in France, which delivered gas consumption savings of 18%. We are now extending the trial to Vimoutiers where replacing the burners in both main and secondary chambers is projected to deliver a 36% reduction in gas consumption.

### Adopting new technology

In order to achieve our decarbonisation goals, we know that new technology will be core to the transition. Last year, the working group commissioned a technical review to assess available and emerging technology for animal cremation and to help us plan our next steps in terms of decarbonisation. Following this review, we have carried out in-depth analysis of a number of emerging technologies, and we hope to bring some to trial in the year ahead, focusing on electric oven technology for the Netherlands, hybrid technology in France, and evaluating the environmental benefits and client views on water cremation through a trial in Germany and supplier partnerships in the Netherlands and Canada.

**18%**

reduction in gas consumption  
with pilot flame burner trial in  
2025



## OUR TRANSITION TO BE A NET-ZERO BUSINESS CONTINUED

### Adopting sustainable anaesthesia

**Anaesthetic gas is one of the largest operational impacts of veterinary care, making up 17% of our Scope 1 and 2 emissions. By adopting more sustainable approaches using circular economy principles, we can reduce carbon impact as well as improving patient care and team engagement.**

Improved tracking of anaesthetic gas purchases across markets and practices now allows us to better monitor the success of initiatives.

Investment in anaesthesia equipment supports our practices in adopting more sustainable 'lower flow' anaesthesia techniques and improves patient safety. The introduction of a sustainable anaesthesia training programme in the UK has provided a pathway for veterinary surgeons and veterinary nurses to upskill themselves and build confidence in lower flow techniques (see page 31). We are currently looking at opportunities to extend this programme to other markets including The Netherlands, Sweden, France, Belgium, Canada and Ireland. In 2025, we saw a reduction in 5% in carbon emissions associated with volatile anaesthetic agents, giving a potential early indication of the success of the programme.

**5%**

YoY reduction in GHG emissions from anaesthesia



#### Making sustainable anaesthesia a way of life in Elainsairaala Evidensia Tammisto Veterinary Hospital, Finland

The driver for the change a few years ago was not just about reducing environmental impact but was equally about improving patient care. The whole team regularly reviews their anaesthesia and analgesia approaches, and many of their patients have 'low flow' during their procedures. The nursing team is led by Laura Laakso-Sjöblom who was formerly at Helsinki University where she worked and trained with diplomats from around the world. When she moved to Tammisto she championed the move to sustainable anaesthesia. Through a 'whole team' approach this is now embedded throughout, and the carbon impact of anaesthesia has reduced by 6% over the last 3 years.



“

At Evidensia Tammisto Hospital, we treat complex referral cases and elective surgical patients. Teamwork, communication, well-trained colleagues, and modern equipment play a key role in enabling us to provide our patients and their owners with the highest possible standard of care.

When these elements are in place and properly managed, we are better able to consider and minimise the environmental impact of our work. We have been practicing low-flow anaesthesia for several years now motivated not just by the environmental benefits but the patient safety aspects too. Our whole veterinary and nursing team are committed, and we are continually assessing our progress and reducing impact”

Laura Laakso-Sjöblom, Clinical Veterinary Nurse (EAT Anaesthesia), Evidensia Tammisto



## OUR TRANSITION TO BE A NET-ZERO BUSINESS CONTINUED

### Adopting sustainable anaesthesia



#### Supporting the adoption of lower flow anaesthesia across our UK practices

**Our UK practices account for the largest part of our anaesthesia emissions and we have therefore been keen to support our teams adopt sustainable anaesthetic techniques through a behavioural change programme aimed at embedding last changes which improve patient care and cut carbon emissions.**

During the year, over 500 practices have benefited from a £500,000 investment providing them with state-of-the-art equipment that not only improves patient care and engages the team but enables them to take forward lower flow anaesthesia practices. This investment was complemented by the launch of the sustainable anaesthesia training programme, comprised of an anaesthesia care framework, e-learning, short-form videos and on-demand capnography training in-person and virtually with support from our specialist anaesthetists across the Group.

Within the first three months since launch, there have been 2,000 downloads of the low-flow anaesthesia care framework just three months since launch showing the level of engagement in this initiative from the UK practices. Looking ahead to 2026, we will continue to roll out targeted training to our practices, both in the UK and in other markets.

“

We were already practicing reasonable low flow anaesthesia in theatre but were unable to do the same in prep and dental as we don't have space for a multi-parameter. We were granted a handheld capnograph that is perfect for our needs in prep and dental. This and the care framework has inspired us to revisit our protocols and strive for even better low flow anaesthesia. The environmental benefits are important to us and capnography allows for much safer anaesthetics”

Sarah Hicks, Director of Practice and Clinical Services, Cogges Vets



more than  
**2,000**

downloads of low flow anaesthesia Care Framework in first three months after launch



#### Leading the way with volatile anaesthetic gas capture

**In addition to our focus on reducing volatile agent use, we have continued our partnership with SageTech Veterinary to trial the capture and recycle waste anaesthetic gases. SageTech Veterinary have a unique system which captures waste volatile agents emitted during the delivery of anaesthesia to patients, removing these potent greenhouse gases from the waste steam of the anaesthetic circuit.**

Last year, we ran a successful pilot across 16 UK practices with 40 Vet docks installed. In 2025, 557 litres of volatile anaesthetic agent was captured, equivalent to 36 tCO<sub>2</sub>e. We have now extended this to all our referral and equine surgical practices, our largest users of volatile anaesthetic agent, with 73 docks installed to date. We will continue to work with SageTech to explore opportunities to extend the trial to other markets, and to support their work to make the process fully circular.

“

SageTech volatile anaesthetic capture technology complements Blaise Referral Hospitals quest to deliver specialist veterinary care responsibly. Alongside solar installation and EV charging stations, SageTech adoption marks a significant advancement in our sustainability journey”

Dr Jacques Ferreira, BVSc MSc MMEDVET(anaes) DipECVAA MRCVS, Head of Anaesthesia and Analgesia, Blaise Referrals



more than  
**557**

litres volatile anaesthetic agent captured in less than 12 months

## REDUCING WASTE AND FOCUSING ON CIRCULARITY

**Reducing waste and improving recycling rates are key priorities for us. It makes environmental and commercial sense to do so and is something that is highly visible to our teams. It is also an area they care about and want to get involved in.**

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 to maximise recycling. For those locations where we control the waste management, our goal is to move to zero waste to landfill, and we continue to make good progress. We are already at zero waste to landfill in the UK and Sweden. In the UK we have improved our recycling rate of non-hazardous waste to 51.4% (up 3% YoY), meeting our 2025 target.

Where we can, we continue to bring our practices under centralised waste management contracts, making it easier to monitor waste volumes and improve the management of our waste through recycling of materials like paper, card and hard plastic. Most UK practices are on a central contract, and this approach continues to be rolled out in Sweden, Canada and the Netherlands. In 2024 we began implementing a project in Sweden to move to a single supplier for waste management, PreZero, which helps us to maximise our recycling while improving visibility of waste volumes. All our Swedish clinics are now connected to PreZero and our focus now moves to reducing combustible waste and improving waste segregation to improve recycling rates. All waste collected is diverted from landfill, with around 38% recycled.

In the Netherlands, improved waste management systems have been accompanied by an extensive communication campaign with guidance on how to separate waste and maximise recycling. Our team at Arnhem hospital have carried out a detailed investigation to look at ways to further reduce waste and improved recycling. See case study on p33.

In France, we have a well-developed waste recycling system in place in our Veterinary business. This includes quarterly monitoring of waste generation by quantity and type. Recycling initiatives have been deployed across all sites including initiatives to reduce the quantity of waste produced as well as increase the recycling rate and diversion from landfill.

### Reducing consumption, reducing waste and improving recycling

The requirement for sterility in healthcare means there tends to be a high volume of single-use items used daily, with most of these wrapped in flexible plastic packaging. Through the adoption of circular economy principles, we are looking to displace as many of these as possible with reusable items and, where this isn't possible, increase the recyclability and/or recycled composition of them. All this is being done without compromising patient care or our high infection prevention control standards but still delivering carbon, waste and nature benefits.

We introduced several pilots in 2025 to test concepts before we look to introduce to other markets. 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. Together initiatives have included:

#### Displacing single-use medical textiles

Single use medical textiles form a significant proportion of practices hazardous waste and the carbon footprint. UK pilot of innovative re-usable surgical gowns (see case study on right).

#### Moving to re-usable kennel liners

By encouraging practices to move from single-use disposable kennel liners to reusable kennel liners, we have seen a reduction in single use kennel liners of 40% with over 100,000 single-use kennel liners avoided. Moving to on-site water distillers

#### Moving to on-site water distillers

On-site distillers remove the requirement for large plastic water bottles cutting plastic waste, transport miles and cost, with implementation started in UK

#### Moving to circular patient warming devices

Bair-huggers are used to keep patients warm during surgical procedures and help them maintain body temperature. By actively supporting practices to move from single-use huggers to reusable ones, we reduce waste while continuing to deliver exceptional patient care.



### Adopting Sustainable Surgical Textiles

Theatre waste has been recognised as a material component of veterinary and human practices and hospitals. Surgical consumables such as drapes, gowns and masks are a major component of this. Whilst single-use items have been a core part of veterinary practice for decades, there are now innovative reusable materials available which have been designed with circular principles and surgical experience in mind. Through our partnership with a human healthcare, we have been able to pilot surgical gowns made of these innovative materials in 35 of our veterinary practices in the UK.

The gowns are devised to be sterilised and reused multiple times with their design fully grounded in circular economy principles. With a robust evidence-based approach to their product development clinically, socially and environmentally, a Life Cycle Assessment conducted with University College London found that the gowns dramatically reduce carbon footprint, water usage and chemical pollution compared to disposable alternatives.

Across the 35 participating trial practices, around 14,000 disposable gowns are used each year, equating to 2.2 tonnes of waste and saving 13.7t CO<sub>2</sub>e over the lifecycle of the gowns. Following sessions with our UK referrals, small animal and nursing Boards we are now actively rolling out across more UK sites and exploring the potential in European markets.

more than  
**2.2**  
tonnes of waste avoided  
through in trial sites

“

The veterinary team have enjoyed wearing them and are finding them more breathable than single-use ones. Everyone also feels it is a really important step in our journey to be a more sustainable practice and it's been an incredibly positive step for our team, patients and planet.”

Craig Paterson, RVN  
Veterinary Nursing Lead, MBM Vets

## REDUCING WASTE AND FOCUSING ON CIRCULARITY CONTINUED



Case Study – Arnhem veterinary hospital in the Netherlands

# Pinpointing waste reduction opportunity

The team at our multi-disciplinary Arnhem Hospital in the Netherlands have led a waste-reduction research project this year. This work has shown how small behavioural nudges play a really important role in driving lasting change.

Led by the hospital's Sustainability Lead, the project aimed to better understand the hospital's waste profile and identify opportunities to reduce waste and increase recycling. A waste audit identified opportunities for improvement, including the key finding that most of the waste produced by the hospital was general waste rather than clinical waste, and a significant proportion could be recycled. It was identified the average operation in the advanced surgical suite produced 2.7kg of waste with most coming from single-use items such as gowns, drapes and sterilisation packs.

Through team conversations and surveys the study identified potential barriers which were stopping the team from segregating waste properly, even when appropriate facilities were present. The combined insights led to a series of practical waste-reduction initiatives which were piloted to assess impact. In the year ahead, the hospital team plan to build on the trial, looking at further opportunities to reduce waste.

“

During my internship at the Animal Hospital in Arnhem, I saw a genuine awareness of sustainability and a clear willingness to make improvements. It was encouraging to see how small steps can make a real difference, even in veterinary medicine.”

Noah Kuper, Sustainability Lead Arnhem

### Actions taken

1. Moving bin locations so it was easier for the teams to use them
2. Changing the paper dispenser so only one sheet can be removed at a time rather than unlimited sheets being taken
3. Adding recycled bins to collect the recycled paper inside and outside in key areas
4. Putting in a system to track waste volumes and progress and share with the team



## REDUCING WASTE AND FOCUSING ON CIRCULARITY CONTINUED

### Taking responsibility for our waste: helping our clients recycle

**Several aspects of veterinary care produce waste for clients which is only recyclable in specialist facilities. We are committed to funding solutions to make it easier for clients to recycle waste associated with their pet's veterinary medicines.**

One way we have done this is through our blister pack recycling scheme, in partnership with MSD Animal Health, which is open to UK practices. Through it clients can return and recycle empty blister packs. These are then recycled and made into a construction board (my-board) used in everything from school playgrounds, to recycling bins to chairs and construction sites. Since 2023 this scheme has collected over 2 million blister packs, equivalent to 8.5 tonnes of waste or 85 racehorses!

In 2026 we are looking at increasing awareness of the scheme with our clients with a move to branded boxes with clear calls to action. We continue to review opportunities in other markets to introduce recycling schemes for our clients.

Find out more about how we are encouraging clients to bring back unused antibiotics in our 'Antibiotic Amnesty' in the Patient section on p47.

more than

# 2 million

blister packs recycled across our UK practices since 2023



Rowe Vets in Yate, UK, are just one of hundreds of practices promoting blister pack as part of their sustainability initiatives

## DRIVING SUSTAINABILITY ACROSS OUR VALUE CHAIN

### Sustainable procurement and responsible sourcing

**Reducing our upstream and downstream carbon emissions is critical if we are to achieve our ambitious targets. We are doing this through collaboration with our suppliers, key partners and the wider sector to drive meaningful change where it matters.**

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, and who also share our commitment to ethical and environmentally responsible sourcing and manufacturing practices, and to reducing the impacts associated with ingredients, products and services. These expectations are part of our terms of business for key suppliers.

### Supplier engagement and action

As we set out to decarbonise our value chain to tackle our Scope 3 emissions, our suppliers and partners will be critical in this journey. We are committed to supporting them and working with them to synergise our efforts as we look to meet our 2030 SBTi target.

We're working closely together and supporting suppliers and partners on setting Science Based targets with over 50% of our priority suppliers now having a target approved or making good progress towards setting one. Our new carbon accounting platform Watershed and our partnership with Ecovadis (see page 20) are critical components of our supplier programme in helping us to track progress and support decarbonisation efforts through targeted engagement.

more than  
**98%**

of white label packaging is now recycled, compostable or re-usable

### Integrating sustainability into our white-label ranges

As we develop our white label product ranges, we take the opportunity to embed sustainability principles at the core of supplier agreements and within the product development process. Our responsible sourcing principles underpin the sustainability standards for all products but especially our white-label ranges, 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 90% of white-label packaging to be recyclable, compostable or reusable by 2025. This year we have exceeded this target with >98% meeting these criteria (up 9% YoY). Looking ahead we will move our focus to understanding where the environmental impacts of our products are and develop plans to reduce these using evidence-based data.

### Improving delivery efficiency

We continue to improve our understanding and awareness of our suppliers' transportation decarbonisation plans, which should help us target opportunities, track and report on progress.

Where we have influence is with the mode and frequency of delivery of supplies to our practices. We have begun rolling out methods to reduce delivery frequencies to practices in markets including the UK, Germany and Canada helping practices improve their ordering efficiency and reducing road miles at the same time.

 **MWI Animal Health®**  
cencora

### Working in partnership with MWI animal health to reduce road miles

In 2021 our UK practices moved to a reduced wholesaler delivery schedule for their main veterinary medicines and consumables.

This has resulted in the avoidance of over 6 million road miles with over 440,000 wholesaler 'drops' avoided due to the change. Around 2000 tCO<sub>2</sub>e has been avoided since the change began supporting MWI in their Scope 1 journey and IVC in our Scope 3. Practices received the change well with many commenting that the reduced frequency made their lives easier and had no impact on day-to-day practice life.

During 2025 the model has been adopted by our Canadian business and as a result the delivery frequency reduced by close to 30% in a year from an average of 3.4 weekly deliveries to 2.4. Moving into 2026 there will be ongoing efforts to reduce this even further and in ensuring all acquired practices adopt the model. To further improve efficiency, Canada is also grouping nearby practices for same-day deliveries whenever possible, helping further cut down road miles.



#### 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.

## DRIVING SUSTAINABILITY ACROSS OUR VALUE CHAIN CONTINUED

### Working in partnership with our suppliers

**Collaborating across the veterinary sector to address key emission areas is a core priority for us. By working with like-minded partners, we can drive greater impact.**



Our partnership with MSD Animal Health is now entering its 3rd year and through it we are addressing key areas of operational carbon and nature-based impact in our veterinary practices across the UK and Europe.

This partnership enables us to test and pilot innovation prior to rolling it out across our markets.

#### Achievements

More than 12,700 single use gowns displaced, through reusable gown trial, with 13 CO<sub>2</sub>e avoided (page 32)

More than 2 million blister packs collected and recycled across our UK practices (page 34)

Anaesthetic gas capture technology extended to all UK Equine and Referral hospitals, with 36t CO<sub>2</sub>e captured (page 31)

Chemical free cleaning trial in 5 Belgian and over 30 UK practices (page 37)

In 2025 the focus of the partnership was on displacing single-use items from veterinary theatres, reducing emissions from anaesthesia through capture of waste volatile anaesthetic gas, reducing chemical usage in practice and supporting an evidence-based approach to responsible parasiticide prescribing.

Our sustainability collaboration with MSD is a leading example of what can be achieved when we work together with key partners on sustainability issues. Our teams work closely with MSD to deliver meaningful impact, focusing on funding solutions to challenging environmental impact areas like waste reduction and sustainable anaesthesia. I am particularly proud of the projects we have been able to trial and the potential to roll these out across the IVC Evidensia Group and wider profession, making a material impact on wider sustainability.”

Phil McNally, Group Commercial Director IVC Evidensia

“

At MSD Animal Health, we recognise the vital connection between the health of our planet and the well-being of people and animals. To support a more resilient, resource-constrained world, we have adopted ambitious climate goals that guide our approach to responsible innovation and partnership.

Our collaboration with IVC Evidensia is an important part of this journey. Together, we are advancing sustainability initiatives across key areas of veterinary medicine – from blister-pack recycling and anaesthetic gas-capture innovation to replacing single-use surgical gowns with more sustainable reusable alternatives.

As we work together to deliver meaningful environmental progress, we are proud of what we are achieving together for the future benefit of the whole veterinary profession.

Pedro Silva, VP EURAM MSD Animal Health



#### Partnership with Boehringer Ingelheim

We have continued to work with Boehringer Ingelheim (BI) to advance our shared commitment to sustainability to improve the health and well-being of animals, people, and the planet.

In 2024 we set an ambition to complete Life Cycle Assessments (LCA) with Boehringer Ingelheim (BI) across the key products lines. LCAs have now been completed for two key products, CIRCOFLEX® and NEXGARD®. The insights from these assessments will support both businesses as we look to make evidence-based decisions to deliver our SBTi targets, nature and biodiversity strategies.

Another focus for our partnership has been a pilot of a joint practice delivery project for our German clinics which achieved a 50% reduction in BI deliveries to the three pilot clinics over a six-month period, alongside a reduction in packaging volumes and energy required for cooling of pharmaceutical products. Following on from this success, a further 12 clinics have now been enrolled with a view to continuing the roll out across more German sites in 2026.

#### LOOKING FORWARD

to 2026 we will aim to extend these initiatives to other markets and scale the changes in the launch markets as well.

# PROTECTING NATURE AND PROMOTING ONE HEALTH

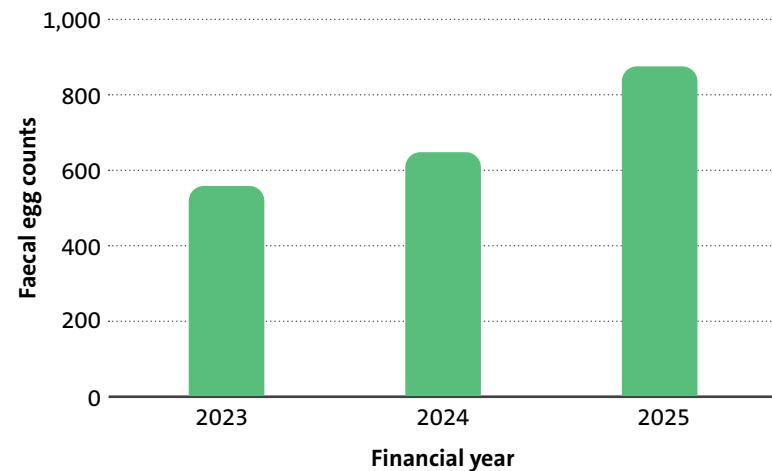
## Pharmaceuticals and chemical stewardship

**Adopting leading chemical stewardship practices is one of our core commitments, delivering a true One Health impact.**

From reducing the volume of chemicals we use – minimising unnecessary production and preventing potentially harmful waste – to protecting the health of our teams and maintaining best-in-class infection prevention standards, every aspect matters. Through this we also play our role in responsible antimicrobial stewardship.

This crosses all areas of our business and is as important in Farm and Equine as it is in Small Animal practices. Through the introduction of more on-farm testing we can support farming clients with better data to inform on-farm, real-time decisions on appropriate, and evidence based anthelmintic and parasite control decisions. These data-driven insights don't just lead to more targeted treatments, they also create a digital record which helps inform long-term parasite control strategies. This approach has seen an increase of 35% in automated faecal egg counts by IVC Evidensia practices in the UK this year compared to the prior year.

Automated faecal eggs counts by UK Farm teams



35%

YoY increase in automated faecal egg counts by our UK Farm teams



### Reducing chemical usage in Belgian practices

Chemical free cleaning is an approach used in human health care which minimises the use of potentially harmful cleaning chemicals in clinical environments and simultaneously supports infection prevention control objectives. Through the adoption of protocols using microfibre cloths and particular mops, the use of chemicals can be significantly reduced, as well as reducing impact in the local environment and wastewater.

Five practices in Belgium adopted this approach through a change programme run in partnership with the sustainability and medical teams in 2025. The teams were really engaged in the change and motivated by the potential to improve IPC, reduce chemical usage and their personal exposure personally to chemicals.

All participating practices had improvements in their infection prevention control scores at the end of the programme and moving forward are now tracking changes in their chemical usage volumes. The teams were overwhelmingly positive and are committed to continuing with the new approach. A wider roll out across Belgium is being explored for 2026.

To read more about our infection prevention control strategy go to p45 in the Patient section.

“

Our entire practice is participating in the IPC chemical-free cleaning project, and everyone is truly supportive. The team's enthusiasm is high. Our second measurements have just been completed, and we are clearly seeing the benefits in daily practice. It helps us make a difference and shows us exactly where we can continue to improve. The project is genuinely helping us move forward.”

Kathleen Janssens, Veterinary Surgeon, Veticure Practice, Belgium



## PROTECTING NATURE AND PROMOTING ONE HEALTH CONTINUED

**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, the manufacturing, use and disposal of pharmaceutical products and throughout our value chain.

### Our approach

We continue to develop a strategic approach to managing nature-related risks and opportunities and include these issues in conversations with suppliers. In 2026 we will be undertaking the first stage of the WWF LEAP assessment to further deepen our understanding of our nature-based impact and dependency throughout our value chain. The insights from this will inform our resultant strategy.

### Responsible medicines stewardship

Medicines play an essential role in safeguarding animal health and welfare, but their production, use, and disposal can have unintended consequences for the environment. Active pharmaceutical ingredients can enter waterways and soils, affecting ecosystems and potentially contributing to antimicrobial resistance. The manufacture and transport of medicines also have a carbon footprint and resource intensity that extends across the value chain.



### Say Hello to Xéna and Vaya

Xéna and Vaya, who are both Highland cows are the latest additions to our “green team” at Faulquemont Crematorium Park in France. Their role is keeping the grass naturally maintained which supports natural biodiversity on site.

Through the replacement of fossil fuel-powered mowing with natural grazing, they help reduce emissions, encourage richer habitats for plants and wildlife, and bring natural charm to the area.

At IVC Evidensia, we're taking a One Health approach to pharmaceutical and chemical stewardship – focusing on how we can reduce impact at every stage. From engaging suppliers on responsible sourcing and production practices, to optimising prescribing and improving waste management in our clinics, we're committed to ensuring that medicines support the well-being of animals, people, and the planet.

### Biodiversity at our sites

Our practice teams are keen to support local biodiversity, recognising that even the smallest area can be enhanced to create habitats for birds, insects or hedgehogs and to provide planting for pollinators. As well as supporting local wildlife, these spaces create pleasant spaces which support the well-being of our practice teams and our clients. Our Positive Pawprint Toolkit gives guidance on the types of initiatives that have the most impact and this is a popular area for our Positive Pawprint Partners to take action on. It's not only our veterinary teams getting involved; our crematorium teams are also passionate about biodiversity, often building biodiversity enhancements, such as bug hotels, wildflower gardens, bird boxes and even the introduction of Highland Cows to support natural grass maintenance into memorial gardens and other land around their facility.



### Researching and promoting responsible parasiticides stewardship

Amidst the developing evidence base about the potential environmental impact of companion animal parasiticides, it is imperative our profession acts responsibly based on the available evidence, not just for the animals under our care, but for the environment we all share.

We're committed to taking a clear, evidence-based approach to this challenge, ensuring our teams are supported to make informed, sustainable choices. To support this, we have established our Parasite Strategy Working Group.

The Working Group, which draws on expertise from across our international Group, is committed to promoting the responsible use of parasiticides through One Health principles, using evidence-based research, industry collaboration, and practical policy development, to provide tools and guidance for our veterinary teams.

As a key part of this commitment, we have established responsible use of parasiticides as our strategic research focus for this year and have made a significant investment in this area through the IVC Evidensia Research Fund.

Our workstreams include:

- Conducting a review of the existing literature on common endoparasite and ectoparasite prevalence, and the environmental impact of parasiticides across Europe
- Forming collaborations across industry and academia such as with Vetoquinol, Idexx, and ESCCAP, to develop additional research and educational opportunities for practice teams in this area
- Leading and publishing owner-centred research, through a partnership with MSD, to help ascertain owner motivations for purchasing parasiticides
- Use existing and commissioned IVC research to feed directly into development of independent risk assessment tools
- Production of evidence-based guidelines for practices on risk-based prescribing of parasiticides for small animal patients and ensure this continues to align with our Pet Health Club or similar programmes in relevant countries.

This strategy will lead to the development of evidence that will help inform future sustainability policies in 2026 and beyond. At the heart of our strategy is finding a way forward which works for pet health, planetary health and ensuring parasiticide prevention remains accessible for all pet owners.



# caring for our patients

All 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, and through our More Complete Care clinical strategy.



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## PATIENTS – AT A GLANCE

### Our commitments



**Deliver the highest standards of care that meets the needs of patients and provides outstanding support to their owners**



**Advance patient outcomes through pioneering research and harnessing clinical innovation**



**Protect and advocate improved welfare standards for all animals**



**Continually share knowledge, and best practice in quality improvement**

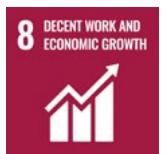


**Innovate and collaborate in best practice on antimicrobial stewardship**

### Our targets

- To ensure that 75% of our clinics have species-specific waiting room facilities by 2030
- To reduce surgical site infections as percentage of dogs & cats neutered to 5% by 2030
- To reduce the total number of antibiotic treatments and prescriptions as a percentage of total outpatient consultations to 5% by 2030

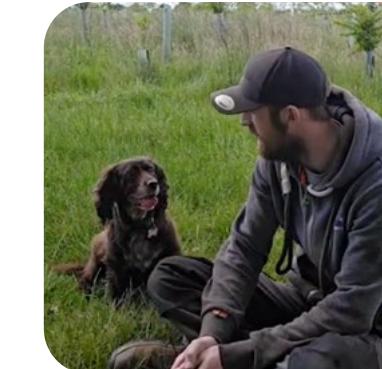
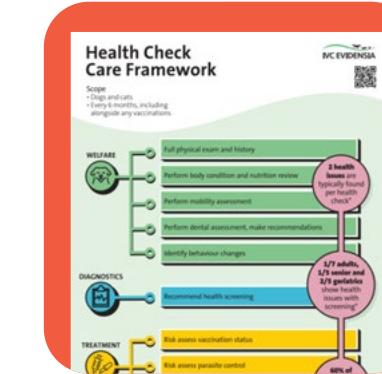
### Aligned to UN Sustainable Development Goals



### Relevant policies

- IVC Evidensia Ethical Statement

### Our key achievements



**20 Care Frameworks launched, improving treatment outcomes for over 74,000 pets**

**Care Fund has enabled our vets to save 4,883 pets across 14 countries, with free treatment worth £3 million**

**Further 2% reduction in number of antibiotic treatments as % of outpatient prescriptions**

**Over one million pets on our pet health plans**

## OUR KEY PERFORMANCE INDICATORS

Commitment	KPI	2024	2025	% change
Deliver the highest standards of care that meets the needs of patients and provides outstanding support to their owners	% Animals vaccinated according to country guidelines	n/a	66%	—
	# pet health plan members	978,000	1,000,400	2%
Continually share knowledge, and best practice in quality improvement	Patients benefitting from Care frameworks	10,162	74,869	+636%
	% Sites with IPC ambassador	45%	43%	-2%
	Surgical site infections as % of number of dogs & cats neutered	3.8%	3.2%	-0.6%
Advance patient outcomes through pioneering research and harnessing clinical innovation	# Research papers published	135	158	+17%
Protect and advocate improved welfare standards for all animals	Sites with species specific waiting room facilities	53%	63%	+10%
	# animals treated using IVCE Care Fund	5,389	4,883	-9.5%
Innovate and collaborate in best practice on antimicrobial stewardship	Antibiotic treatments and prescriptions as % of total outpatient consultations	10	8.1	-1.9%

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

Our integrated, More Complete Care clinical strategy is built on three connected elements, with the overall aim of delivering better, long-term health outcomes for animals and stronger relationships with owners:

Our three connected complete care elements

## More complete care



Within our More Complete Care approach, three specific focus areas form the basis of the Patients pillar of the Positive Pawprint strategy:

### • 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.



## SETTING THE STANDARDS FOR QUALITY OF CARE

**Quality improvement remains at the heart of our clinical strategy, enabling us to continually raise standards and deliver measurable benefits for patients, clients and our teams.**

### Preventative care

At the heart of our More Complete Care strategy is a focus on preventative care. We already deliver excellent care every day, but far too often we see animals come to us too late, with conditions we could have caught if we'd seen them earlier. And there are many animals that are simply missing out on the full range of care we can offer, which could make their lives better. Focusing on preventative care means seeing animals more often, diagnosing problems earlier, delivering consistent and evidence-based care, referring animals on to more complex care when needed, and helping owners understand what their pets require to be healthy.

Globally, 66% of pets are vaccinated – a good result, but it still means one in three remain unprotected from preventable disease. Wellness screening is adopted by just 3%, showing there's still a long way to go before proactive, preventive care becomes the norm.

# 95%

of wellness screens find significant conditions, enabling early treatment, improving health outcomes

### Wellness screening

Wellness Screening is our innovative preventive healthcare programme, designed specifically for healthy adult cats and dogs who show no outward signs of clinical disease. It provides a proactive screening tool that can identify hidden health concerns at an early stage, helping to safeguard welfare, improve quality of life and increase longevity.

To date, more than 50,000 Wellness Screenings have been completed across the UK. One case audit revealed that around 95% of all screenings uncovered clinically significant findings requiring further diagnostics, treatment, or lifestyle changes. This demonstrates the extraordinary value of the programme in detecting issues before they become more serious, and in enabling timely, targeted interventions.

Following its success in improving animal health in the UK, Wellness Screening is now being adapted for use across all our markets, supported by a dedicated Care Framework to ensure consistent adoption and measurable improvements globally.

### Quality assurance

This year we are extending our quality assurance work through pilot initiatives such as the Clinical Quality Framework in the Netherlands. This internal model sets standards in areas including clinical governance, infection prevention, anaesthesia, dentistry and pain management, providing a foundation for continuous improvement. As we move into FY26, we will expand this work, ensuring robust quality assurance processes across all applicable markets.



### The impact of wellness screening

The team at Ark House Vets in the UK are among the most active adopters of Wellness Screening for adult cats and dogs, with their nursing team running dedicated clinics that are always in demand.

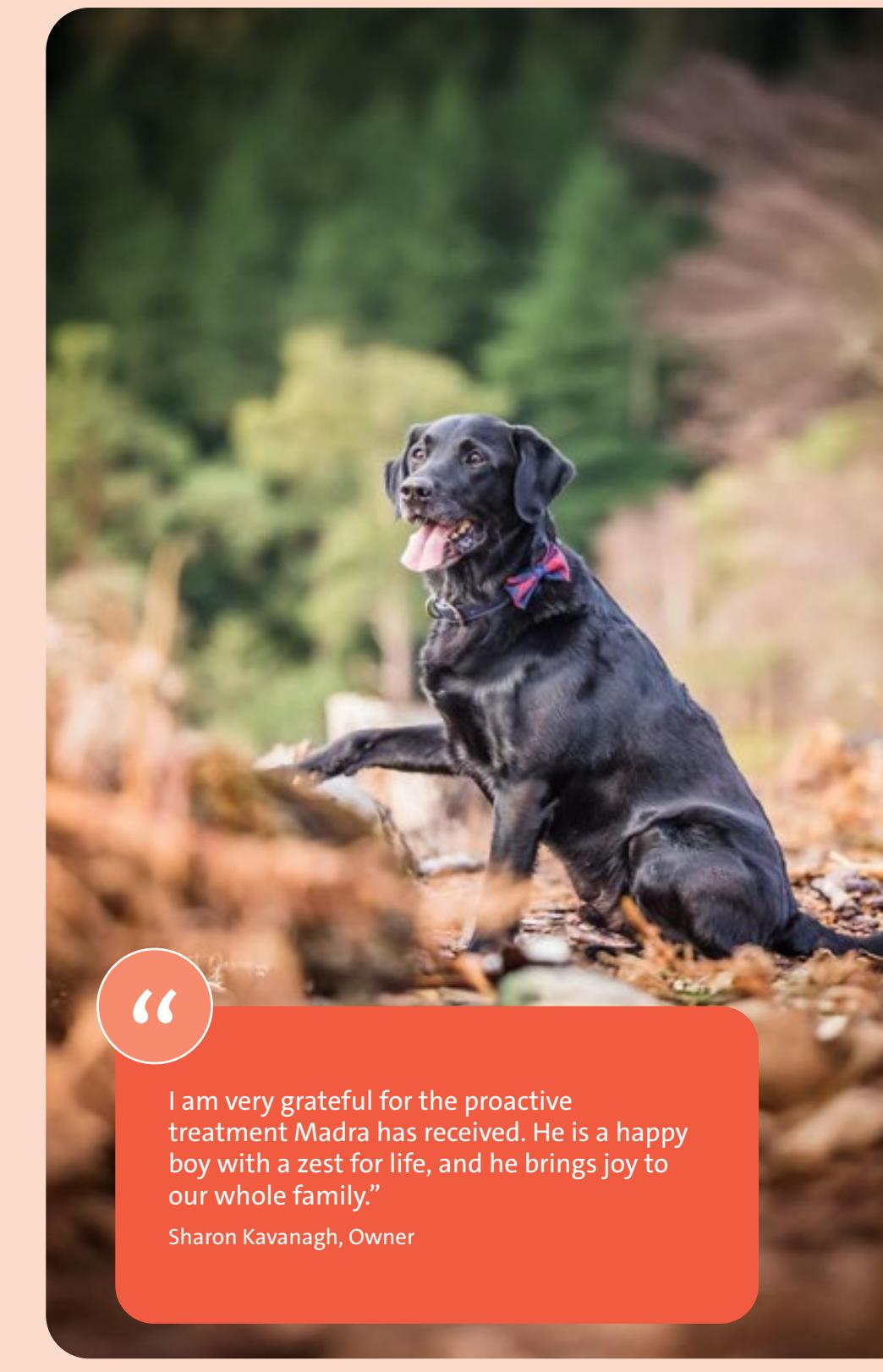
Their experience shows the tangible impact of early intervention.

Madra, an eight-year-old Labrador Retriever cross, appeared outwardly healthy and full of energy. During a routine Wellness Screening, however, RVN Debbie Culley detected two small lumps beneath his coat. Given Madra's history of mast cell tumour removal, these findings prompted swift further investigation. Lab results confirmed that one lump was a mast cell tumour and the other a compound melanoma.

Thanks to early detection, both were removed surgically before they could cause more serious harm. Madra quickly returned to full health, much to the relief of his family. His owner, Sharon Kavanagh, reflected: "I am very grateful for the proactive treatment Madra has received. He is a happy boy with a zest for life, and he brings joy to our whole family."

The Ark House nursing team highlight that their Wellness Screening clinics frequently identify common but clinically important issues such as dental disease, mobility challenges, nail and claw care needs, and unexpected weight changes. Their latest figures show 87 screenings completed, with 95% revealing clinically significant findings. Each of these represents an opportunity to intervene early, protecting patient welfare and strengthening the bond between owners and their pets.

Wellness Screening is a clear example of how innovation in preventive care can deliver measurable clinical and commercial impact-improving outcomes for patients, enhancing client trust, and setting new standards for proactive veterinary healthcare worldwide.



## SETTING THE STANDARDS FOR QUALITY OF CARE CONTINUED

### Care Frameworks

**2025 has been a landmark year for Care Frameworks. We have now launched 20 frameworks in the UK, and they have been used to directly improve the care of over 74,000 patients.**

Care Frameworks are now live in nine of our markets, with roll-out across the remainder of our global network planned for FY26. This milestone demonstrates the scalability of the programme and its ability to transform veterinary care at pace and scale.

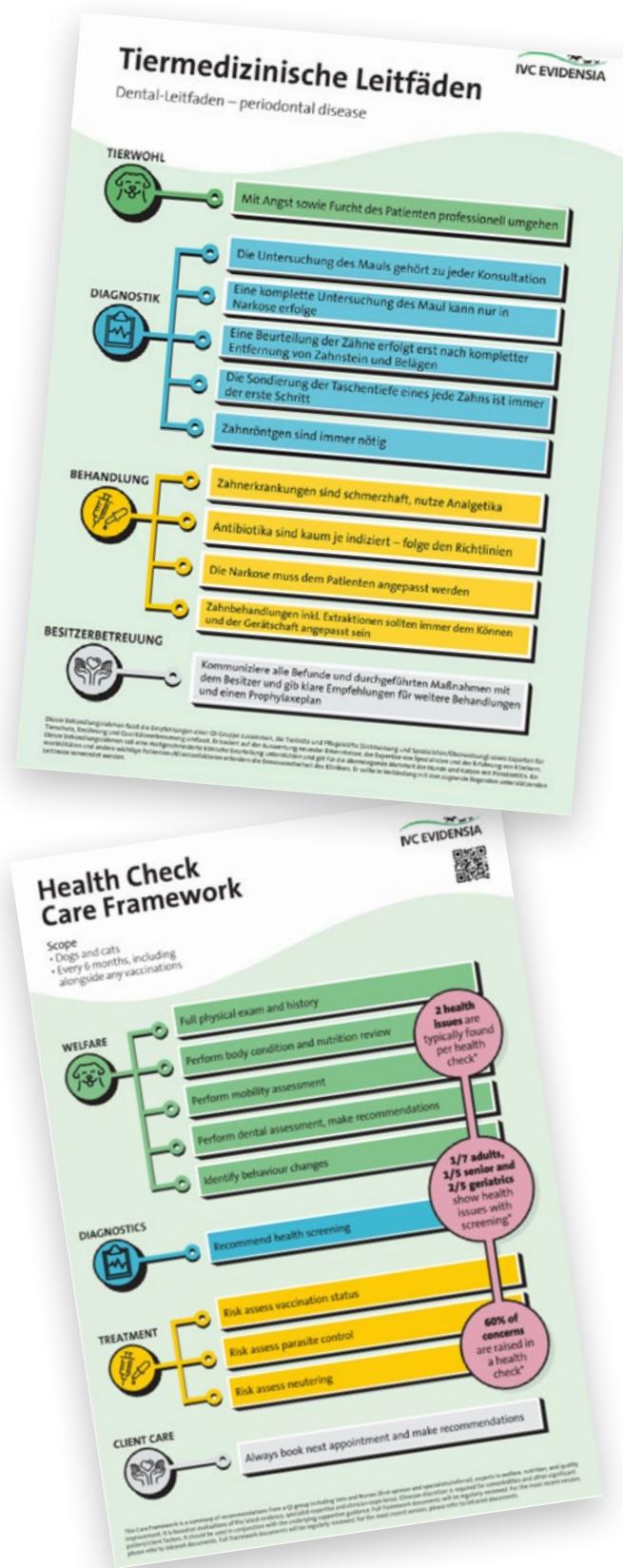
Care Frameworks provide a structured, evidence-based and holistic approach to care. Developed by our quality improvement teams and supported by leading internal and external clinical experts, they integrate evidence based veterinary medicine with animal welfare, client communication, operational guidance, and behavioural science. This combination empowers our teams to deliver consistent, high-quality care that is measurable, sustainable, and impactful for patients, clients, and colleagues alike. Care Frameworks are successful in supporting clinical decision-making and facilitating the tailoring of care for each patient and client.

Care Frameworks now support both improved clinical standards and our sustainability goals. They've helped cut antimicrobial use in conditions like dental disease, otitis externa, atopy, and feline urinary disease, while the Low Flow Anaesthesia Framework reduces volatile gas use. These initiatives deliver safer, more effective care and support our environmental responsibilities.

more than

# 74,000

animals receiving improved care through our Care Frameworks



## LEADING MEANINGFUL PROGRESS IN ANIMAL WELFARE

**As a veterinary business, our teams are constantly striving to protect and improve the welfare of all our patients.**

To support this goal, IVC Evidensia has a unique resource in the form of a specialist Group Animal Welfare team, whose role is to support our veterinary teams across the business in ensuring that animal welfare is protected and improved. In addition, they support not just our veterinary teams but also provide specialist knowledge and advice through engagement with stakeholders from government departments and regulatory organisations through to charities right down to specific tailored advice for individuals.

### Protecting patient welfare

The expertise of the IVC Evidensia Animal Welfare Team is increasingly being recognised not only with requests for support from our own teams on the front line being received multiple times a day but also increasing requests for advice and support coming from external agencies. The Group Director of Animal Welfare recently had a meeting at the UK Parliament to discuss amendments to primary legislation involving animal welfare, and is leading a campaign to ensure that the necessary changes get adopted as soon as possible to provide better protection in the worst cases of serious intentional animal abuse. At the same time the Animal Welfare Team is also supporting campaigns in respect of the need for homeless shelters to take in animals as well as the inclusion of animals in non-molestation orders in the Family Court.

We continue to be seen as a source of reliable independent advice on Dangerous Dogs and have been instrumental in drafting revised guidance for the investigation of dog attacks resulting in serious or fatal injury to people. Our thoughts and comments are regularly sought by the media in relation to matters of animal welfare, including supporting a recent TV documentary exposing dog fighting across Europe.

**63%**  
of clinics have species-specific waiting rooms

### Advocating improved welfare

Unfortunately, there are times when animals are neglected or intentionally abused and this causes much heartbreak for the veterinary teams left trying to pick up the pieces by supporting the compromised patient, whilst potentially simultaneously assisting with investigation into the circumstances that have led to the neglect or abuse.

IVC Evidensia leads the way in providing a unique and vital support service not only to our veterinary teams but to the entire veterinary community across the UK and Republic of Ireland through our Non-Accidental Injury helpline that is available completely free of charge, 24 hours a day. The support is accessed by a QR code which we have been promoting at all major veterinary congresses to raise awareness of this vital resource for the profession.

We're expanding the service, with plans to launch a similar scheme in the Netherlands and discussions underway with charities in Norway to roll it out across the Nordics. We provide training for veterinary teams and other healthcare professionals – including doctors, nurses, paramedics, social workers, and health visitors – who support families affected by domestic or child abuse, recognising the close link between human and animal abuse. Our goal is to enable cross-reporting at every stage, protecting both pets and their owners.

### Improving the patient experience

We know that making a visit to the vets as stress-free an experience as possible contributes to better treatment outcomes, as well as encouraging owners to bring their pets to us for treatment earlier.

We support our teams to make changes that can make an important difference to improve the experience of both patients and owners. This includes modifications to waiting rooms and consultation rooms, such as dedicated areas for different species, low level reception desks, use of pheromone diffusers and offering cat shelves in consultation rooms. Training is available on stress-free handling and how to identify 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 63% of clinics have these facilities (up from 53% since our last survey in 2023). We will continue to support our practices to implement further changes to improve the patient experience in clinic.

## AFFORDABLE AND ACCESSIBLE CARE FOR OUR CLIENTS

### Making veterinary care more affordable through pet health plans

Our Pet Health Club (PHC) helps pet owners to spread the cost of pet care to keep pets healthier and owners reassured through regular preventative care, supporting regular vaccinations and anti-parasitic treatments, and aiding early diagnosis and treatment.

We see PHC pets 1.4 times more often and find that their owners are more engaged in welfare, aiding early diagnosis and treatment. 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.

Last year, we also introduced Pet Health Club (PHC) Plus in the UK, which offers dog, cat and rabbit owners unlimited vet consultations and 24/7 access to online care, together with bigger discounts on services like neutering and wellness screenings.

During the year, we launched a new, standardised, tiered Pet Health Club offering in the Netherlands which is now available in 57% of clinics. In September, we launched Pet Health Club to our Canadian market for the first time, with a national rollout planned over the coming months. Both expansions reflect our commitment to offering affordable and proactive care to more pet owners globally.

Across, the UK, Ireland and the Netherlands, we have over one million pets covered by our pet health plans and aim to increase this coverage in the coming year.

### Pet Health Club

Over

1 million

pets covered by our pet health plans

### Providing vital care through the IVC Evidensia Care Fund

The IVC Evidensia Care Fund continues to provide an invaluable resource for our veterinary teams on the ground to be able to help clients facing financial hardship who need immediate life-saving support for their pet because of an accident or sudden severe illness.

Our Care Fund Veterinary Ethics Panel helps 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 sickest patients.

The number of patients treated via the Care Fund varies YoY based on level of need. In 2025, Care Fund claims were down a little on the previous year. In total, 4,883 pets across 14 countries were supported, funding free treatment worth over £3 million.

4,883

patients treated with our Care Fund

#### Spain

When Storm Dana caused catastrophic flooding in Valencia, we responded swiftly by extending the scope of our Care Fund to ensure that it could provide the emergency care needed to treat animals impacted by the floods. A total of 163 vets across our practices in and around Valencia made use of their Care Fund allowance to step in and support animals in need. The most common cases seen were dehydration, pneumonia, diarrhoea, and fractures. For more information on the emergency support provided in response to Storm Dana, see page 22.



#### Canada

Halo arrived at Ritson Veterinary Clinic after not being herself for a week then refusing to eat. She had a heavy vaginal discharge and was extremely lethargic and was diagnosed with pyometra. The clients didn't have the funds to cover the full cost of surgery, and Dr. Iqbal wanted to do everything possible to help. It was decided that Dr. Boeve and Dr. Iqbal would combine their Care Fund to help cover the procedure, and the client was able to contribute \$1,000. Halo is a sweet, well-mannered dog and she recovered beautifully back at home. The client was very grateful and it's moments like these that remind us why we do what we do every day. This was truly a team effort and I'm so proud of everyone who made it possible.

— Cherie Barlow, Practice Manager



#### United Kingdom

Bernard came into Glenthorne Vets with a Fractured elbow, he is a springer spaniel who had had three homes before the home he is in now, in this home he had finally settled but the owners did not have the funds to get him through this and were facing having to euthanise him. Glenthorne contacted the care fund and asked what we could do to help. Our Ethics Panel reviewed the nature of the fracture and the risk of elbow disease, concluding it was complex requiring specialist surgery with both a high risk of failure. The only sensible option for Bernard was an amputation. The operation was a success and Bernard has made an excellent recovery and is now enjoying life again.



### Providing animal charities and their clients with access to veterinary care

Across the world, our clinics work in partnership with animal charities, providing them with discounted veterinary care to enable vulnerable people to access 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 ranges from visits to local animal rescues, to providing training to students in Shelter Medicine at Edinburgh University, or providing advanced training in the link between Animal and Human Abuse at 4 CPD days. In addition we continue to provide ethics support to StreetVet as well as specialist advice in veterinary forensics to both charities and other regulators.

In the UK alone, we have long-standing partnerships with over 1,000 animal-related charities and, in the last year, we estimated that we donated veterinary care worth over £1.2 million.

#### LOOKING FORWARD

As we enter 2026, we will continue to expand our charity partnerships across the Group ensuring that we support our charity partners not just through discounted care but through access to our specialist knowledge. We will aim to not only improve the care offered for the animals that are currently in our partners' care but also to work to improve the care of animals that may require their support in the future whether that is through support for campaigns to amend the regulatory environment or supporting wider education of the latest scientific understandings.

# ONE HEALTH

## Infection prevention and control (IPC)

Our veterinary business operates at the intersection of animal, human and planetary health – the essence of One Health.

One Health underpins our teams' work: from disease surveillance and zoonotic control to supporting farmers in maintaining animal welfare, food safety, and reducing antimicrobial resistance. We promote ecosystem health through responsible medicine use, minimise waste, and encourage sustainable pet ownership. We also champion the mental health benefits of the human-animal bond through initiatives improving access and affordability of care.

The IVC Evidensia Research Fund ensures our actions are grounded in science and amplifies their impact through collaboration and education. Our refreshed funding now includes dedicated One Health research aligned with clinical priorities.

Further One Health initiatives – including responsible pharmaceutical use and reducing clinical emissions – are featured in the Planet section. Infection prevention and control (IPC)

The global awareness of the far-reaching impacts of infectious diseases and antibiotic resistance has grown significantly since the pandemic. The evidence is well established that decisions made in veterinary care can directly influence human and planetary health.

The multidisciplinary approach, referred to as One Health, will be crucial in addressing global challenges like zoonotic disease, antibiotic resistance and climate change as well as improving the care of individual patients and herd health.

Our ambition is to be a world leader in infection prevention and control (IPC) within veterinary medicine. The IVC Evidensia IPC programme spans all core activities of a modern veterinary clinic or hospital, and was designed to prevent healthcare-associated infections, zoonotic transmission, and the continued emergence and spread of antibiotic resistance. We believe transparency and collaboration are key to advancing IPC. To support this mission, we have published our IPC programme in a peer-reviewed journal – making our approach accessible to anyone looking to improve patient safety and antimicrobial stewardship within veterinary care, regardless of their starting position.

78%

of Swedish clinics using IPC self-assessments to improve standards

## Strengthening IPC through local leadership

Local leadership is key to successful infection prevention and control (IPC). To strengthen this, we've set a target for 75% of our clinics to appoint dedicated IPC Ambassadors. Our immersive online IPC Ambassador Programme, developed by our IPC team, provides over eight hours of high-quality CPD, equipping vets and veterinary nurses to lead IPC initiatives in their practices and identify priority actions for improvement.

We have achieved our target of >75% IPC ambassadors in clinics in 9 markets: Sweden, Norway, Finland, Denmark, Germany, Switzerland, Austria, Belgium and the Netherlands. Across the Group, 43% of our small animal and equine clinics now have an IPC Ambassador in place, an improvement of 28% since 2022 illustrating steady progress. We have reviewed our target and are now aiming to have IPC ambassadors in 75% of clinics across the Group by 2030.

## Supporting clinics with self-assessment tools

In 2021, we introduced a purpose-built IPC self-assessment tool for all markets. It has become a valuable resource supporting clinics and hospitals in strengthening their IPC standards. The tool benefits practices at all levels, particularly those ready to progress beyond basic measures. In Sweden, where IPC is well established, over 78% of practices have used the tool to guide their improvements.

### IVC Evidensia IPC Programme published in Preventative Veterinary Medicine 2025



### Chemical-free cleaning

Chemical-free cleaning is an established IPC strategy that minimises or eliminates chemical use, focusing instead on physically removing organic and inorganic matter to reduce microbial contamination – a key factor in preventing practice-acquired infections. Success depends on using the right cloths, mops, and monitoring tools such as UV or fluorescent markers.

This approach is well established in our Nordic markets. In 2025, we developed tailored educational materials and pilot programmes for the UK and Belgium to build confidence and competence in sustainable hygiene practices.

In Belgium, a targeted pilot with five practices included intensive coaching to embed change, resulting in measurable improvements across all sites.

Find out more about chemical free cleaning in our Belgian practices in the Planet section on p37.



## ONE HEALTH CONTINUED

### Infection prevention and control (IPC)

#### Reducing surgical site infections

Infection prevention is both a patient safety measure and a benchmark of clinical excellence. Surgical site infections (SSIs) are a known risk after surgery, but the majority are mostly preventable through rigorous adherence to infection prevention and control (IPC) protocols. Our commitment to reducing SSIs after neutering procedures in healthy dogs and cats is guided by a well-established target which is aligned to best practice: <5% surgical-site infections within 14 days post-surgery. We are committed to being transparent in our reporting and sharing best practice as we make good progress towards meeting this target across all our markets.

We have invested in developed automated SSI reporting to move us from manual data collation to real-time insights which helps drive action. This data-driven approach has not only validated our IPC efforts but also given practices a valuable tool. In 2025, all countries with a report have successfully met the target while concurrently decreasing antibiotic use. As we look ahead to 2026, our focus remains on expanding automated surveillance, refining IPC protocols, and further enhancing standards for veterinary care globally.

“

Two thirds of clinics across the Group have achieved our target for less than 5% surgical site infections related to neutering in the 14 days post surgery marking great progress.

Anna Maria Andersson, Group IPC Director

**0.7%**

Surgical site infections  
with neutering in Sweden

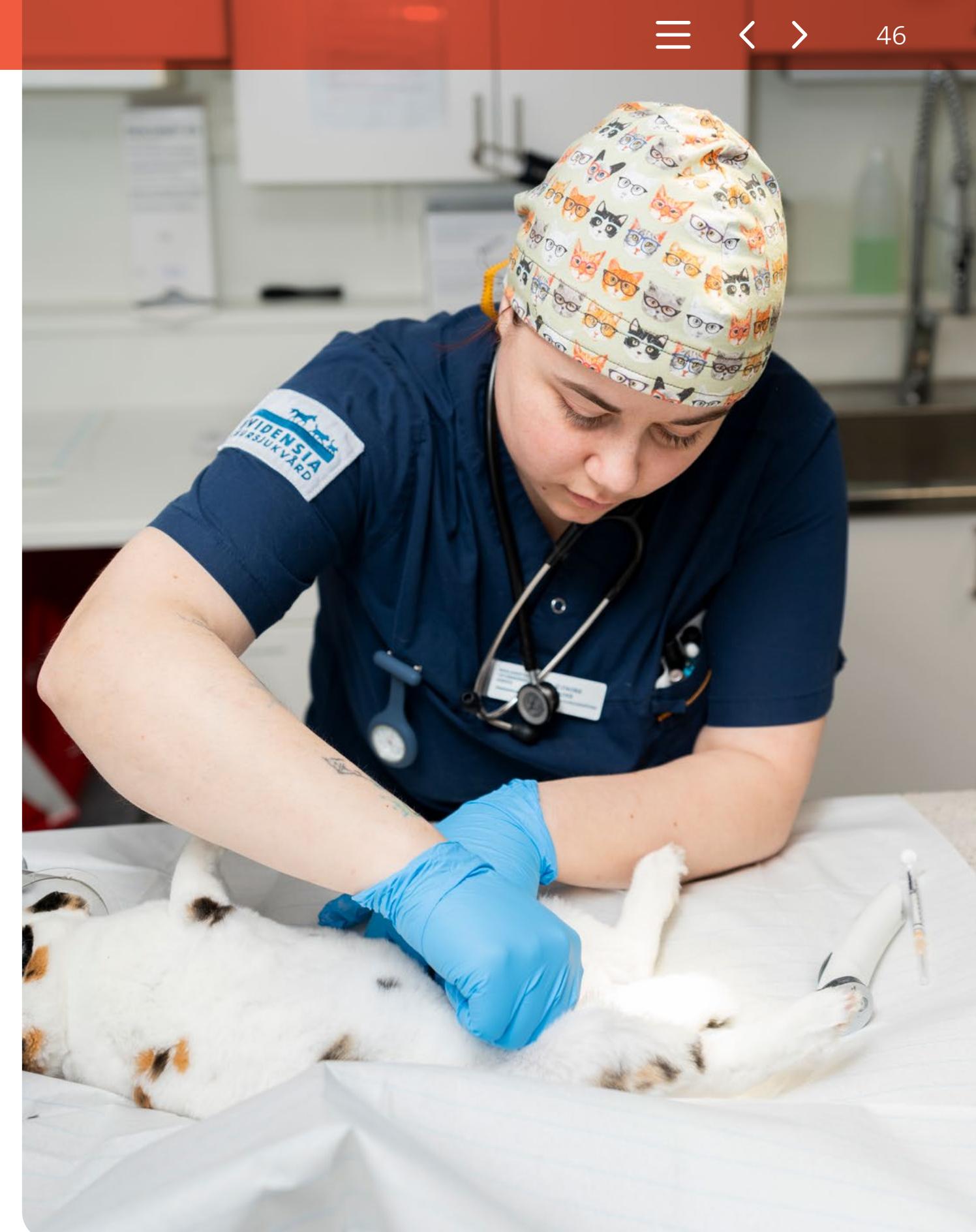
#### Surgical site infections (SSI) in neutered dogs and cats as a percentage of the total number of neuterings yearly

	2024	2025	% change
Sweden	0.7	0.7	—
Norway	1.6	2.7	+1.1%
Netherlands	4.3	2.7	-1.6%
Belgium	n.a.	2.8	—
Switzerland	n.a.	3.3	—
UK	4.0	3.3	-0.7%

In Sweden the percentage of SSI associated with neutering remains very low, significantly below our less than 5% target at 0.7%. Across the Group six countries have SSI below the 5% now: Sweden, Norway, Netherlands, Belgium, UK and Switzerland. This illustrates through data the strong adherence, attention and commitment of the clinical teams to quality and IPC standards in these markets.

Once countries have achieved the Group target for SSI reduction, we provide support to practices to move the focus to reducing SSI for surgeries overall. Over the past year, the incidence of surgical site infections following all surgical procedures performed without perioperative antibiotics was 3.1% in Sweden and 5.4% in Norway. These figures align with the neutering target which are a group of surgeries associated with lower complications. These results infer that by focusing on one surgical area initially the interventions which deliver improvements there are being replicated across other surgery types providing a halo effect.

Find out more about initiatives with IPC considerations and benefits in our Planet pillar on p23 where we are beginning to remove single-use items from theatre, reducing waste and putting the considerations of our IPC and surgical teams at the heart of it.



## ONE HEALTH CONTINUED

### Antibiotic stewardship

#### Veterinary antibiotic stewardship is a key component of the global One Health approach, recognising the intrinsic link between human, animal, and environmental health.

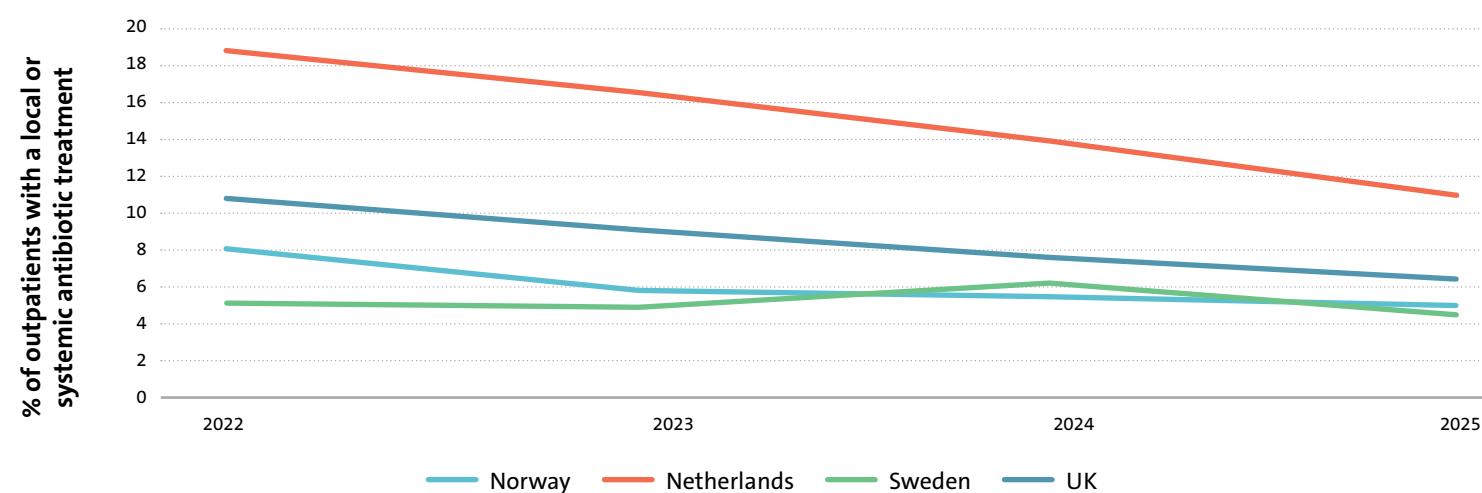
Responsible antibiotic use, preventative care, and continuous education for veterinary teams and clients is central to preserving the effectiveness of antibiotics for future generations.

Our Antibiotic Stewardship (ASP) Programme has already led to significant reductions in the overall use of antibiotics across several of our markets. Mirroring our IPC programme, the ASP is focused on upskilling and empowering local leadership so that all clinics feel supported in delivering stewardship programmes relevant and material to them.

The creation of automated surveillance reports means we can track antibiotic use on an ongoing basis and can more easily, and in real-time, evaluate the impact of ASP programmes across the Group and at country level. Over the past year, Belgium, Switzerland, and Austria have joined Sweden, Norway, Germany, the UK, and the Netherlands in implementing automatic monitoring systems, further enhancing our ability to measure and improve responsible antibiotic stewardship.

Educational support for our clinics remains a priority and in developing materials we work with our learning and development teams to create engaging content that works for clinics. Our data insight combined with clinical expertise focuses us on target educational areas with high patient volumes and where there are notable reduction opportunities.

#### % of total number of outpatient visits with a local or systemic antibiotic treatment annually



We continue to publish open-access benchmarks for antibiotic use building on our previously published data on antibiotic stewardship in dental disease\* and diarrhoea\*\*. For each focus area, we provide practical tools for everyday clinical use, creating synergies with other quality initiatives such as the IVC Evidensia Care Frameworks.

Improving antibiotic use in dental care is a core focus area. In Norway the total amount of antibiotics used in dental disease has reduced by 43% since 2022 with a concurrent almost 30% decrease in post-treatment infection rates. Similarly, in Sweden, there has been a reduction in antibiotic use by 26% against an already low base. In the UK a reduction in antibiotic use post dental care of 27% within just 12 months has been achieved. These results show the impact of our ASP, educational initiatives and 'real time' data tracking. All showing improvements in care for patients whilst reducing the use of vital antibiotic agents.

Looking ahead we remain committed to continue expanding ASP leadership nationally and regionally, and supporting local representatives, to further combat antimicrobial resistance (AMR). We will continue to openly share our progress so our clinicians and others can learn from it.

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

\*\* Ljungquist et al, 2024: How low can you go? Antibiotic use in Swedish Dogs with Gastroenteritis



#### Leading the way in reduction of antibiotics at Evidensia Lillehammer

*One of our largest hospitals in Norway, Evidensia Lillehammer, have cut antibiotic use by 34% since 2022. They have achieved this through local leadership and application of established Antimicrobial Stewardship strategies, benefitting from our educational resources and tools. Data tracking enabled them to focus on their key areas of opportunity. The veterinary team were all fully engaged in the programme with it as a standing agenda item at every clinical meeting.*

*"This was made possible through the IVC Evidensia Antibiotic Stewardship Program, where we have used dedicated learning tools to strengthen our veterinarians' knowledge of microbiology, antimicrobial resistance and antibiotic use, while also placing greater focus on cytology as a diagnostic tool in daily practice. With regular veterinarian meetings, diligent use of analytical tools to identify areas for improvement, and systematic reviews of the most common drivers of antibiotic prescriptions, we have worked to continuously refine our approach."*

**Frederik Løland Dolva**  
ASP representative at Evidensia Lillehammer

43%

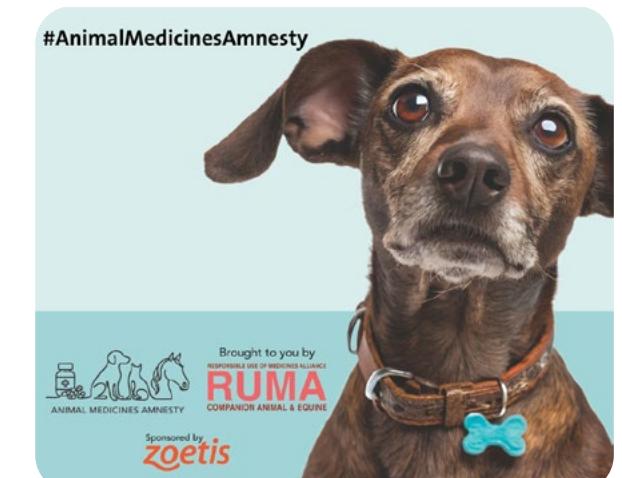
reduction in antibiotics used in dental disease in Norway since 2022

#### Promoting antibiotic stewardship with pet owners

We're committed to promoting responsible medicine use and disposal across our network. In November 2024, we were proud to be supporting the UK Animal Medicines Amnesty again, led by the Responsible Use of Medicines Alliance (RUMA) Companion Animal and Equine and we encouraged all our practices to get involved.

The annual campaign unites the veterinary profession to help clients return unused or out-of-date medicines for safe disposal, preventing environmental harm and tackling medicine resistance. Every practice team can play a part – whether by displaying posters, talking to clients, or sharing RUMA's educational resources. In the 2024 Amnesty, IVC Evidensia practices made a huge impact – over half of all tablets, nearly half of the topicals, and a quarter of the liquids returned through the amnesty came from our practices. We will be supporting the Amnesty again in 2025 and hope to improve engagement even further.

As we look to continue driving infection prevention and control (IPC) and antibiotic stewardship standards in veterinary healthcare globally forward, we will remain focused on local leadership and educational programmes. It is through our talented clinical colleagues we can inspire change. Our ASP and IPC ambassadors respectively will remain at the heart of our strategy, and we will continue to expand this network in all markets. We also plan to extend our automated antibiotic usage reporting to additional countries within the Group. The automated reporting will continue to be optimised to support more advanced ASP work. Through the development of benchmarking in more clinical areas, and the provision of more targeted detail to clinics, we will look to continue to improve antimicrobial stewardship in more clinical areas.



## ONE HEALTH CONTINUED

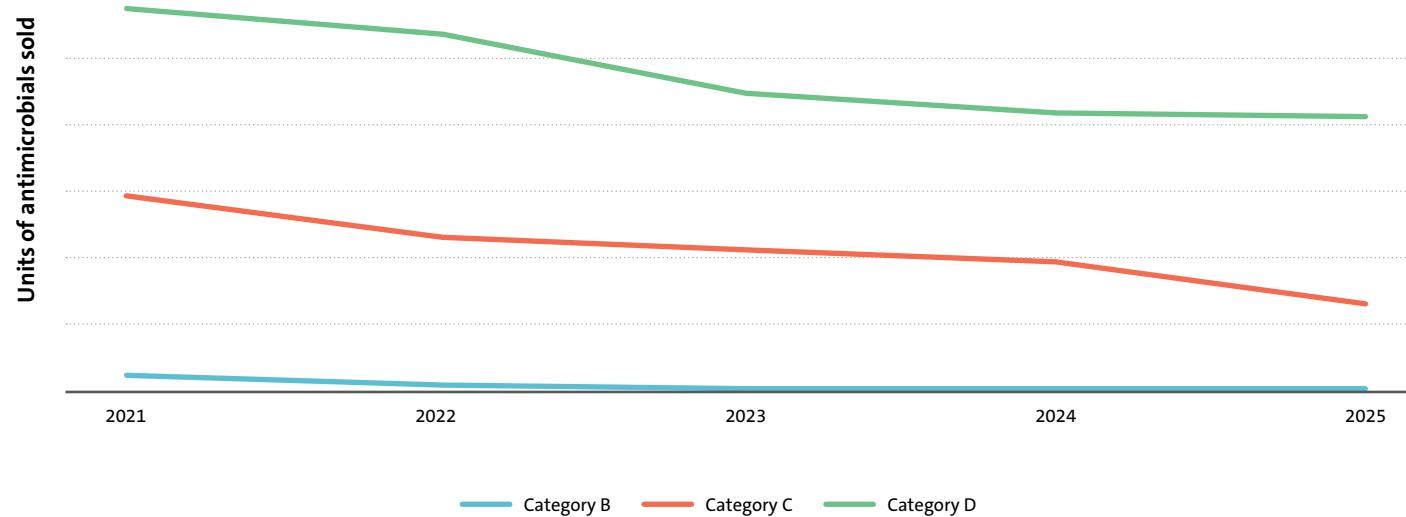
### Antibiotic stewardship

#### Embedding antibiotic stewardship within our farm division

The overall quantity of antibiotics used by veterinary surgeons and farming clients within our UK Farm division continues to reduce, with usage falling by 36% since 2020, and a further 7% year-on-year reduction achieved this year. A particular focus is the use of Category B antibiotics – critically important antibiotics for human medicine – with usage down 82% since 2021.

Antibiotic stewardship is an integral part of the Vet-Farmer relationship. Our teams support farmers in adopting better animal husbandry practices such as improved hygiene, nutrition and biosecurity measures, whilst making best use of the data available on farms to aid in decision making, all contributing to improvements in animal health and welfare. By using alternative treatments and preventive methods, such as vaccines and probiotics, together with technology for early disease detection, our Farm teams are playing an important role in improving herd efficiency and supporting a move towards more sustainable farming practices.

#### Categories of Antibiotics sold by our UK Farm practices



82%

reduction in Farm use of Category B antibiotics since 2021



#### Supporting VetSustain to lead the way in sustainable agriculture

Vet Sustain brings together veterinary professionals who are passionate about creating a more sustainable future – supporting colleagues with tools, training and resources to embed greener practices across farming, aquaculture and wildlife health.

This year, **Jim Hopkins**, Clinical Director of Steffan Vets Lampeter, Priory Vets Cardigan and chair of our Large Animal Clinical Board, was appointed Chair of the **Vet Sustain** Food and Farming Working Group. Jim's wealth of experience, makes him perfectly placed to guide the group's mission to help veterinary professionals lead the way in sustainable agriculture.

The Working Group is currently developing pasture management guidance, aimed at small holders and equine, an integrated approach to parasite control in sheep and cattle, and developing more quick reference guides for farm vets.

Jim commented, *"I completed the VetSustain Veterinary Approach to Food and Farming course and have been leading IVC's Farm Animal Clinical Board's Sustainability Working Group. I have always been passionate about doing the right thing for the planet, our communities and the future. The VetSustain course enabled a deep dive into the issues, data and research in a veterinary context which further sparked my interest and passion to inspire change. I am delighted to be involved with VetSustain's Food and Farming Working Group to utilise my knowledge and passion further and training more vets around sustainability."*



## LEADING THE WAY IN VETERINARY HEALTH INNOVATION

### Clinical research

**Our Group Research & Quality Improvement team are committed to leading the way in innovative clinical research underpinned by technology. The team, which underwent further expansion in 2025 consists of researchers, data scientists and clinical specialists.**

This team was formed under the central mission of accelerating the rate with which new evidence is embedded into routine clinical practice. A key part of the activities of this team were to support the evidence synthesis and clinical data analytic requirements of the Care Framework project (see page 43); however, developing a strong multi-disciplinary core team has also supported our work in critical One Health issues, encouraged innovation, and supported career development of the IVC Evidensia team.

### Group annual research focus: Parasite strategy development

This year, we have been able to advance our strategy of tackling the critical issues facing the veterinary profession by introducing, with the support of the Group Veterinary Medical Board, our first Group Annual Research Focus. As part of our Positive Pawprint sustainability strategy, and in response to mounting concern over the environmental impact parasiticides administered to companion animals may be having, we invested in addressing some key evidence gaps in this area. We have established a Parasite Strategy Working Group to develop actionable, evidence-based approaches to the responsible use of parasiticides, with a particular focus on our small animal clinics. More information is the Planet chapter on page 38.



### Collaboration

We are very keen to foster an innovation culture within IVC Evidensia, and we believe we have a strong role to play in supporting the efficient development of new medicines, diagnostics, equipment, technology or techniques. During 2025, we established a robust governance process surrounding research collaboration, with support from the group research collaboration steering committee, to ensure that we start to realise the full potential of research collaboration across IVC Evidensia. The Research & Quality Improvement team are also in place to be able to provide methodological and practical support for any research project, and several collaborative partnerships are currently in progress.

### Supporting the IVC Evidensia team

We have spent 2025 learning about the research and evidence needs of the Group. To this aim, we released a colleague survey in the UK and Republic of Ireland (currently being expanded across the rest of the Group) which sought to understand more about the IVC Evidensia team's enthusiasm and confidence surrounding research. While 48% of 75 respondents indicated that they considered research to be an important part of their career, and 25% of respondents were planning to engage with a research project in the next 12 months, only 33% of respondents indicated that they knew how to design a research project. In response, we are preparing an online introductory research training course which will be made available to colleagues across all our markets by December 2025. We are actively engaging with anyone interested in research, but especially those at the beginning of their specialist training journeys, and we have provided direct research support to over 40 colleagues throughout 2025.

The Group Research & Quality Improvement team has particular expertise in evidence synthesis and have worked to harmonise the way with which evidence is summarised and assessed across the group in 2025. To date, this has helped to ensure that a solid evidence assessment underpins several key strategic clinical decisions across the group, including in areas such as preventive care, pharmacovigilance and the Care Frameworks.

81

Number of research presentations shared at conferences around the globe, through 55 publications

### Research Fund

This year saw the IVC Evidensia Research Fund successfully evolved to meet the developing needs of our colleagues. In October 2024, we launched a Case Report Fund, as well as specified funding levels for our Research Project Fund: the Starter, Established and Major funds.

Under this new approach, we funded 28 new projects and case reports in 2025, totalling £120,000 of investment. As ever, a diverse range of topics were funded, ranging from using advanced computational techniques to understand more about nasal airflow in cats, to using innovative approaches to improving growth in beef cows, to studying narcoleptic Icelandic foals!

The IVC Evidensia team have also enjoyed continued success in sharing their research. The IVC Evidensia Research fund was able to provide financial support for our team to deliver 81 presentations at 30 conferences across the globe. We were also able to provide financial support for 55 publications this year, in a range of prestigious journals.

“

“Investing in research projects across the group and backing our colleagues to publish and present their findings is an important part of our aim to further break the boundaries of veterinary science. We are particularly excited to see a laboratory technician, being awarded funding for the first time this year, underlining the fact that this fund is available to everyone.”

David Singleton, Group Head of Clinical Research



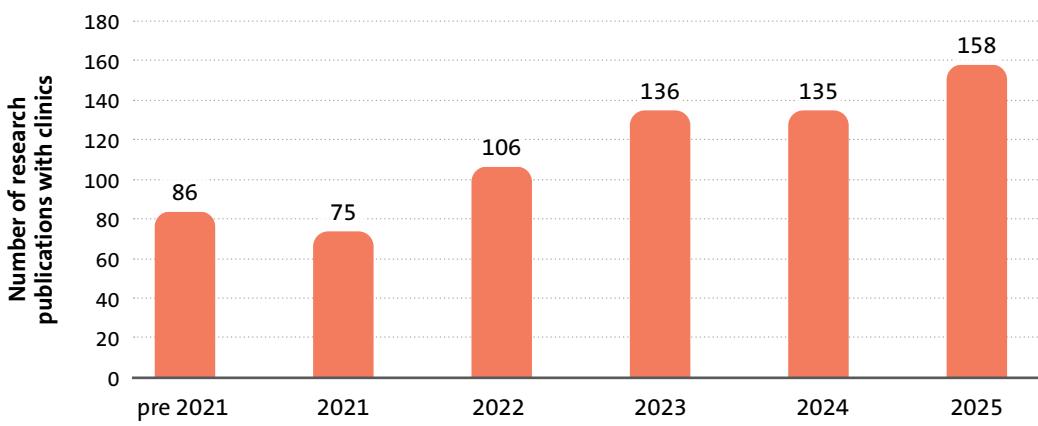
## LEADING THE WAY IN VETERINARY HEALTH INNOVATION CONTINUED

### Research footprint and impact

Beyond the Research Fund, the number of research projects being conducted across the Group continues to grow, from 389 last year to 519 today, encompassing 254 researchers in 12 countries within the Group. For the first time, we are also able to give an estimate of the number of research publications that have been generated by the IVC Evidensia team, which currently stands at 696 publications. The number of publications generated by our colleagues per year has steadily increased over the past five years, with 2025 seeing the highest number of publications of any recorded year to date.



**Number of research publications affiliated with clinics within the IVC Evidensia network per financial year.**



**158**

Research paper publications



### Assessing what drives the risk of tympanic membrane rupture in dogs

This project will explore how different bacterial and fungal morphologies, such as rods, cocci, and yeast, affect the ear drum and the body's immune response. Using microscopy and inflammatory markers (CRP, CBC), the relationship between microbial presence and ear health will be examined. Where possible, ear exams will be conducted on conscious patients, with some possibly requiring sedation.



### Using Artificial Intelligence in Clinical Practice

Two colleagues, Andreea Istrate and Charlotte Dye at Pride Veterinary Referrals in the UK, used artificial intelligence to distinguish normal and diseased noses in dogs. The pair used 80 Computed Tomography (CT) scans of dogs with normal and diseased nasal anatomies to develop a neural network model which was capable, with 99% accuracy, of automatically distinguishing between health nasal anatomy, dogs suffering with a fungal infection in the nose, and dogs suffering with a nasal tumour. Their findings demonstrate the potential of artificial intelligence to support and enhance diagnostic accuracy, and improve clinical efficiency. Their findings have been published in *Animals*, supported by the IVC Evidensia Research Publication Fund.

#### LOOKING FORWARD

In 2026, we will be publishing findings from the first primary research projects devised by the Group Research & Quality Improvement team. We will also be releasing the first introductory research training course and firming up our supportive offering, so we can ensure that our colleagues get the good start they need to have a fruitful and enjoyable career, enhanced by research. As our collaborative offering matures, we also look forward to inviting collaborators, both new and existing, to work with us on developing what may become the future of veterinary medicine.

We also expect 2026 to be a 'big year for data'. Our data scientists have been working to realise the potential held within our clinical data, potentially unlocking greater insights on care than has previously been thought possible. This work will primarily be used to enhance our knowledge of the impact of the Care Frameworks project via improved identification of relevant cases; this will enable us to more accurately identify areas of particular success, but also some that may need greater attention. We expect our first insights to be rolled out across the Group throughout the year.

## IVC EVIDENSSIA SUSTAINABILITY KPIS AND TARGETS

KPI	2024	2025
People	Engagement score	75%
	% of practices with Wellbeing Champion	n/a
	Accident incidence rate per 1,000 employees <sup>1</sup>	143
	# hours of online and face-to-face learning as part of internal L&D programmes (does not include external clinical and professional development)	202,398
	% women (all, senior roles, CDs, GVMB) <sup>2</sup>	53%
	# students from diverse backgrounds benefitting from IVCE ethnic diversity student network	55 (41 vet and 14 nurse)
	# IVC Evidensia Local Community Grants awarded	221
Planet	% Group suppliers (by spend) signed up to IVCE Code of Conduct	91%
	Group Scope 1 carbon emissions	43,516 tCO <sub>2</sub> e
	Group Scope 2 carbon emissions	14,586 tCO <sub>2</sub> e
	Group Scope 3 carbon emissions	448,461 tCO <sub>2</sub> e
	Percentage of renewable electricity purchased	85%
	Percentage of waste diverted from landfill (UK) <sup>3</sup>	100%
Patients	Percentage of non-hazardous waste recycled (UK) <sup>3</sup>	48%
	# pet health plan members	978,000
	# patients benefitting from Care frameworks	10,162
	% Sites with IPC ambassador	48%
	Surgical site infections as % of number of dogs & cats neutered	3.8%
	# Research papers published	135
	% sites with species specific waiting room facilities	53%
	# animals treated using IVCE Care Fund	5,389
	Antibiotic treatments and prescriptions as % of total outpatient consultations	10%
	Antibiotic treatments and prescriptions as % of total outpatient consultations	8.1%

1 Improved reporting process and tracking introduced 2025

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

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

## 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. Our UK Beyond the Clinic podcasts also address 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, and the grant funding made by the IVC Evidensia Research Fund. 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. We are supporters of the UK Antibiotic Amnesty, promoting awareness of antimicrobial stewardship.
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. We ask our key suppliers to set GHG reduction targets and this 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 and NGOs	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. We are signatories to the UN Global Compact, and members of VetSustain, supporting their mission is to enable and inspire veterinary professionals to continually improve the health and well-being of animals, people and the environment.
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. Our dedicated Welfare team advocate for improved animal welfare with national regulators and in the courts, focusing on issues including animal sexual abuse and dangerous dogs. 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.

## 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									
Caring for People	Caring for Planet	Caring for Patients	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	
			Ensure healthy lives and promote well-being for all at all ages	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Achieve gender equality and empower all women and girls	Ensure access to affordable, reliable, sustainable and modern energy for all	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Reduce inequality within and among countries	Ensure sustainable consumption and production patterns	Take urgent action to combat climate change and its impacts	
Caring for People	Caring for Planet	Caring for Patients	By 2030, to have 60% 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 2030, to have Wellbeing Champions in 70% of sites	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 2030, 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			
Caring for People	Caring for Planet	Caring for Patients	Continue to improve safety standards				8.8				
			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 (from 2022 baseline)				8.4				
			By 2030, source 100% of energy from renewable sources			7.2					
			By 2030, ≤50% non-hazardous waste recycled (where IVCE controls waste management)					12.5			
Caring for Patients	Caring for Planet	Caring for Patients	Protect and advocate improved welfare standards for all animals	3.8							
			To reduce the total number of surgical site infections, as a percentage of dogs and cats neutered to 5% by 2030	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							

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](mailto:positivepawprint@ivcevidensia.com)

