



Quality &

SUSTAINABILITY REPORT **2021**

Ten Years
of Passionate
Veterinary Care,
Together!

Focus on
*People, Pets
and the Planet*

10 Years of Shaping the Future of Veterinary Care

AniCura was born out of the idea that sharing resources creates opportunities for better veterinary care. 10 years later, we have grown into one of Europe's leading veterinary care providers with 9,500 Associates* who provide modern, high-quality veterinary care for 3.3 million pets annually.

In 2018, AniCura joined Mars Petcare, a family-owned company focused on veterinary care and pet nutrition, uniting our team of passionate professionals under a shared purpose:

A BETTER WORLD FOR PETS.

It is with a great sense of pride that AniCura can look back over a decade of shaping the future of veterinary care. Veterinary care has evolved significantly with more advanced diagnostics and treatment procedures. In parallel, the pet population has increased, and with that, the expectations of pet owners.

AniCura has issued an annual report specifying our company's developments in quality and sustainability since 2015. In our 7th edition of the Quality and Sustainability Report this year, we are pleased to highlight several initiatives that drive change, improvements, and knowledge within our company – many of which are being spearheaded by our passionate and innovative Associates.

These local actions all support the important step forward that we took during 2021 - the AniCura Sustainability Roadmap for a Healthy Planet that we are developing together with Mars Veterinary Health. Another long-term activity is our fight against global antimicrobial resistance. For the 6th consecutive year, we have been measuring our use of systemic antibiotics. We are persistently progressing towards our goal of no more than 5% of patients on systemic antibiotics by 2030, while still providing the vital care pet patients need when they need it. Thus, helping reduce antibiotic resistance and preserving the usefulness of the current range of antibiotics for years to come.

The COVID-19 pandemic still affects society at large, and it has accelerated the way we support the health and wellbeing of veterinary professionals. As part of Mars Veterinary Health, protecting the safety of our Associates in our clinics and labs was our top priority, including expanded pay and benefits to help them care for themselves and their families in COVID-19 related circumstances.

In 2020, social distancing and advanced hygienic measures were quickly implemented across all 2,500 Mars Veterinary Health veterinary clinics and labs around the world, including AniCura. We need to understand our Associate experiences from the pandemic, as well as the AniCura digital platform's critical role in facilitating collaboration going forward.

We also need to develop more preventive health care opportunities and solutions, like AniPlan and AniCura's App - services that proved very successful in 2021.

AniCura's ambition is to be a great place to work for veterinary professionals industry-wide. We can only reach that goal if we have great leaders, engaged Associates, and high-quality medical standards.

As we keep growing and evolving, we will focus even more on improving our sustainability efforts through care for people, pets, and the planet, and strive to become an industry leader.

Developing our mutual ecosystem together with Mars Veterinary Health and Mars Petcare, AniCura couldn't be more excited for the next decade to come.

“Improving our sustainability efforts for the health and wellbeing of people, pets and the planet”

AZITA SHARIATI,
Group CEO, AniCura

Azita Shariati
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Group CEO, AniCura

“
*AniCura can look back
with pride at a decade of shaping
the future of veterinary care.*

AZITA SHARIATI, GROUP CEO, ANICURA

“

*For a decade now,
AniCura has been shaping
the future and will
continue to do so.*



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TIMELINE 2011-2021

*“AniCura
performed its
6th survey on
antibiotic use”*



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*“The AniCura App
- a Great Aid in
Preventive Care”*

A GREAT
TOOL!

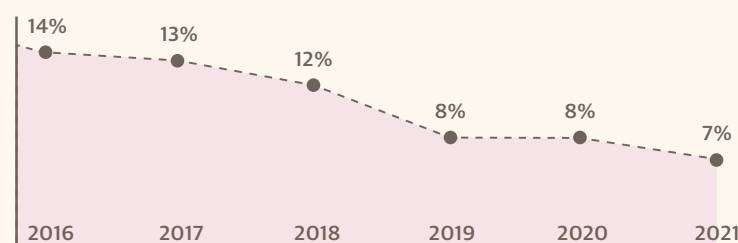
Highlights 2021

225.000 & 60.000

Pet owners have downloaded the AniCura app

consultations have been conducted

Five years with reduced use of antibiotics



ACE events in numbers:

640 registered participants

14 countries represented

400 leaders finished the leadership program

100 veterinarians started the Graduate Program

AniCura Continuing Education Survey

10000 participants

8 languages

20 active AniCura Medical Interest Groups

10 courses with national accreditations in 5 countries

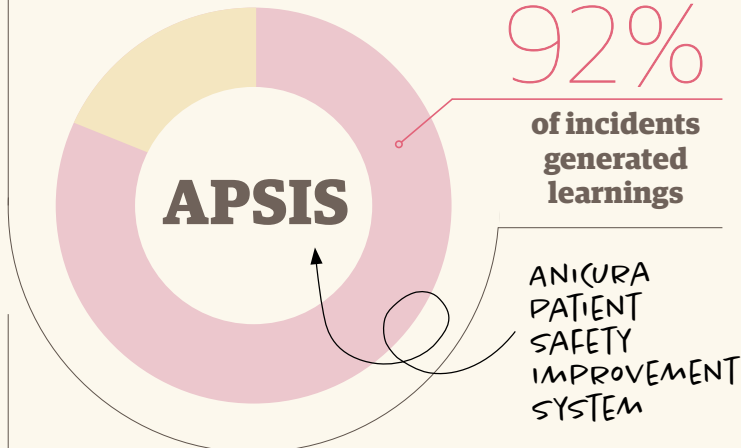
AniCura Feline Congress 11 suppliers

118 participants

In APSIS, more than

2000

corrective actions have been made to reduce risk of incident recurrence



AniCura MIG Congress Focusing on Brachycephalic dogs and cats

27 speakers 8000 participants

High-Quality Veterinary Care

AniCura offers a wide range of high-quality medical services covering preventive and basic health care as well as advanced diagnostics, internal medicine, intensive care, surgery and orthopaedics. AniCura also provides rehabilitation, physiotherapy and dietary advice and offers selected pet food and care products.

FOCUS ON QUALITY

AniCura's ambition is to provide the highest medical quality available. Our work on medical quality development is extensive, and we invest in education, research and equipment.

ADVANCED CARE

A large part of the advanced and specialized veterinary care in Europe is performed within AniCura, and the company employs a high proportion of the industry's international specialists. New clinics that join AniCura are carefully selected based on medical quality, values and ambitions to develop.

SERVICE AND COMPASSION

Associates at AniCura are pet owners committed to improving the quality of life for companion animals. At AniCura, we aim to provide high-quality, compassionate care to pets-and deliver best-in-class experiences for clients and referring veterinary teams.

LOCAL DECISION-MAKING

AniCura is convinced that the best decisions are taken as close to patients and pet owners as possible. We combine personal engagement and local decision-making with global expertise through our international network.

“Every year, more and more pet owners visit AniCura, and our customer satisfaction is high.”

AniCura in Brief

With 400 European locations, AniCura aims to create peace of mind for pet owners through excellent access and patient safety. Every year, AniCura's 9,500 employees attend to more than 3.3 million companion animal patients.

400 ANICURA LOCATIONS!



MARS Veterinary Health AniCura

In 2018, AniCura joined the Mars Veterinary Health family of global veterinary clinics and diagnostics labs. Together, we aim to combine our scientific knowledge, experience and scale to advance the veterinary profession through care for people, pets and the planet.

Through our collective network of 2,500 veterinary clinics, hospitals, and diagnostic labs across 21 countries, we can provide the highest standards in pet care. We are more than 70,000 Mars Veterinary Health Associates working towards our collective Purpose: **A BETTER WORLD FOR PETS.**

Associate Survey 2021



AniCura performed its 8th survey on Associate satisfaction which revealed improved scores for leaders and increased motivation. Clinics that work with their survey results and put together action plans increase satisfaction among their Associates.

All managers share the results with their teams who subsequently develop Engagement Action plans. The Associate survey clearly shows that teams working with the results score a higher employee satisfaction rating than teams that do not. The number of engagement action plans doubled in this year's survey compared to previous years.

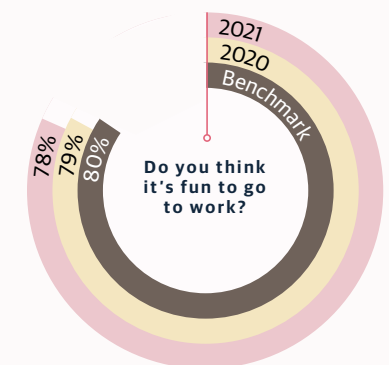
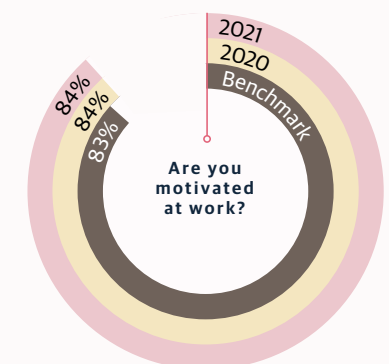
In 2021, the Mars Associates Survey was conducted for the first time for Associates working in central support teams. As of 2022, the Mars Associate Survey will replace AniCura's survey as the Mars Associate Survey is one of the signature processes within Mars and will integrate the Mars culture into AniCura in a seamless fashion. The annual Mars Associate Survey, designed and conducted by Gallup, an independent research firm, enables AniCura and MVH to track how people feel about working here and what they need to stay engaged, committed and moving the business and culture in the right direction.

“Stay engaged, committed and moving the business and culture in the right direction.”

Good Energy Level

People are motivated, proud and want to contribute to the company's success.

GREAT RESULTS!



* Global average benchmark is based on about 600,000 responses from 262 organizations in mixed industries (Nordic and international).

Leadership Development to Drive Engagement

Leaders play a critical role both in driving engagement and for business success. AniCura's ambition is to be a great place to work, where people want to start, stay, and grow. AniCura's leaders are instrumental in attaining this ambition.

With a customized international leadership program aligned to common needs of development, AniCura inspires and supports leaders in their everyday leadership roles. The focus of the program is to build capabilities in basic areas of leadership and business understanding. The program is

suitable for all people leaders, such as practice managers, department heads, head nurses, and provided live facilitated sessions throughout a 12-week period. In 2021, 400 leaders finished the program which runs independently on each AniCura market.

“Where people want to start, stay, and grow.”

AniCura Graduate Program for Newly Graduated Veterinarians

To increase knowledge and self-confidence, AniCura offers a two-year program for newly graduated veterinarians. In addition, the program aims for decreased stress levels and improved work satisfaction.

In order to offer the educational pathways that set veterinarians up for long-term career success, AniCura offers an attractive high-quality two-year program for newly graduated veterinarians.

It is a robust and immersive development program which combines learning modules in both clinical and professional skills with practice-based mentoring and support.

The purpose of the AniCura Graduate program is to offer a smooth transition for newly graduated veterinarians from university to workplace. The program supports the veterinarians and develops the right capabilities at the start of their careers and make them feel secure and confident working in clinics. In 2021, 100 veterinarians started the program and the first graduation will take place in the spring of 2022.

“AniCura is a young company with a lot of energy and big potential for growth.”

Jacques Bonin, Chief Medical Officer



AniCura Continuing Education

- More Easily Accessible for All Associates

New educational arrangements have been successfully introduced due to the pandemic.

“AniCura educational offers are free for Associates!”

AniCura Continuing Education (ACE) is AniCura's concept for education and professional development. Theoretical online education offers the benefit of higher accessibility to Associates throughout Europe. The focus for ACE in 2021 was advanced and first day competencies in anesthesia, internal medicine, diagnostic imaging, and emergency care, among much else. ACE courses, in total 14, had participants from twelve AniCura markets and received five different national accreditations.

In line with AniCura's aim to become the “Employer of Choice”, AniCura's leadership team has decided to offer AniCura Continuing Education for free to Associates. AniCura's practice managers guide Associates to relevant courses and programs based on annual performance reviews.



Knowledge-Sharing in Cardiology

AniCura Cardio, a platform for knowledge-sharing in cardiology, was launched in AniCura Germany. The aim of AniCura Cardio is to support the veterinarians and to set the standards in cardiovascular medicine at AniCura.



WHAT IS ANICURA CARDIO?
Here comes a short introduction to the platform.

WHO ARE WE?
We are a team of board-certified cardiologists with years of experience in clinical and interventional cardiology:

- Sabine Hertzsch, DACVIM (Cardiology), AniCura Tierklinik Ahlen
- Nicola Wiedemann, DECVIM-CA (Cardiology), AniCura Tierklinik Augsburg
- Lisa Keller, DACVIM (Cardiology)
- Markus Killich, DACVIM (Cardiology), DECVIM-CA (Cardiology), AniCura Tierklinik Haar

WHAT DO WE DO?
Besides our daily routine medical work, we do pacemaker implantations and other minimally invasive procedures like embolization of patent ductus arteriosus, balloon valvuloplasty (a procedure to repair a heart valve that has a narrowed opening) and heartworm extractions. These procedures are performed in the two cardiovascular centers, AniCura Ahlen and AniCura Haar on a regular basis. AniCura Tierklinik Haar also offers an external 24-h-holter service, which is a continuous recording of the heart's rate and rhythm for 24 hours.

HOW CAN YOU BENEFIT FROM ANICURA CARDIO?
We strongly believe that a solid knowledge base and a lot of clinical experience are key in becoming a good veterinary cardiologist.

We want to support the training of our veterinarians

For this reason we aim to support the training of our veterinarians, who are interested in cardiovascular medicine.

WHAT'S IN IT FOR ME?

High Response Rate

in AniCura Educational Survey

AniCura Continuing Education (ACE) regularly surveys the educational needs of AniCura clinicians. The results are used to define ACE initiatives.

The 2021 survey was made available in eight different languages which doubled the number of AniCura respondents compared to 2020 and with about 1,000 respondents the result showed clear trends. Communication training is increasingly sought-after among both nurses and veterinarians. Anesthesia remained the most

preferred subject for nurses in all countries. For veterinarians, internal medicine, emergency care, soft tissue surgery and diagnostic imaging were rated the top four topics for education.
The high response rate and clear demands allow AniCura to build and adapt ACE for the future.



More Nurses Needed!

Due to the limited education facilities for nurses in Italy, AniCura Italy initiated a training program for this profession. Data sharing between clinics was a key part of the program which involved several issues such as pet nutrition, customer satisfaction, pharmaceuticals, infection prevention and control.

In Italy, there is no institutional education for veterinary nurses. Moreover, local regulations do not favor the employment of nurses over veterinarians so the ratio nurses to veterinarians is as low as 1:12. This is radically different from other countries and makes the nursing profession rare and highly valued.

AniCura Italy has started a training program for nurses which provides tools for the participants to develop and grow. 46 nurses took part in the training.

“ I never had the chance before to share my thoughts and ideas with other nurses since I am the only one in my clinic. It was nice and encouraging to share and get to know new colleagues! ”

The main topics covered in the program are: pet nutrition, how to handle medications and drugs, economics, waste management, how to meet pet owners' needs and infection prevention and control.

“ Our work is much appreciated within the organization! ”

An AniCura Academy for Emergency Medicine and Intensive Care

High theoretical and practical competencies within the area of emergency and critical care (ECC) are crucial for patient safety and work satisfaction. To improve in this area, AniCura Italy started an ECC project focusing on training courses with specialists.

The training is aimed at newly qualified veterinarians who want to specialize in emergency medicine and intensive care. The emergency room of a clinic offers an exceptionally rich, complex, and stressful environment, where quick reactions, rapid decision-making, and treatment of severely injured or diseased pets are crucial.

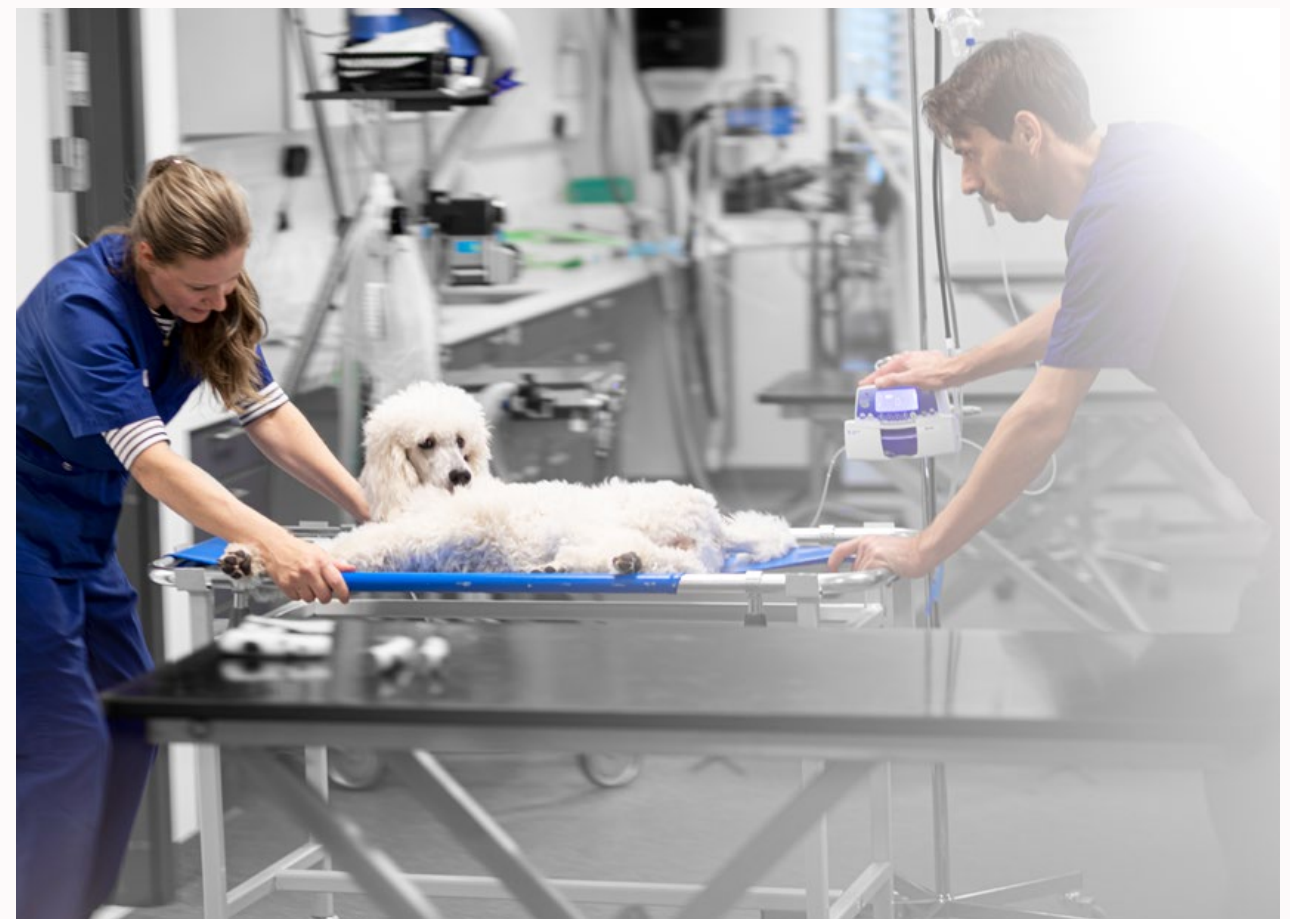
Participating veterinarians rotate in the clinic's emergency department and intensive care unit.

The main topics in this project are: organization of emergency department, pet owner communication, emergency imaging diagnostics, interpretation of laboratory tests, stabilization and monitoring of critically ill patients and emergency treatment.

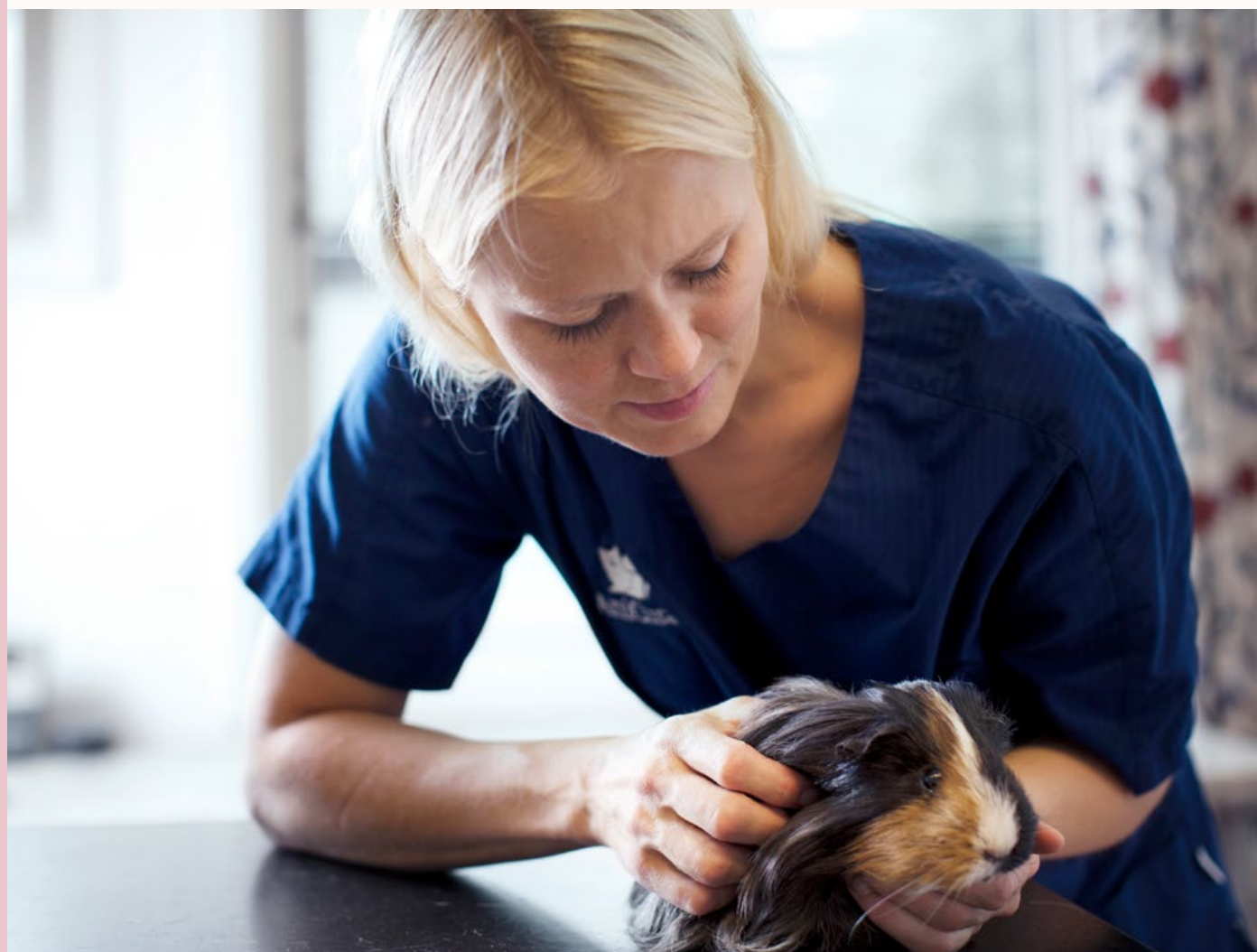
THE PROJECT OFFERS:

- an agreement certified by an external body,
- support from a senior tutor,
- twelve months of theory studies, and
- on-site training in both referral and primary care facilities.

WHAT WE DO!



AniCura Contributes to More Small-Animal Specialists in Norway



Due to the lack of specialists in Norway, AniCura Norway has initiated a program to considerably increase the number of small-animal specialists.

In Norway, AniCura has developed a program for those veterinarians, who want to become small-animal specialists. The first program was launched in the spring and six candidates have started the three-year long program.

In order to become a specialist in Norway, the individual is responsible for managing and fulfilling the obligations specified by the Norwegian

Veterinary Association. In this AniCura program, the participants have an advisor and follow a structured process with knowledge-sharing, case-presentations, and meetings. Furthermore, the program participants work together on writing a scientific paper that must be published in a peer-reviewed journal, a requirement to become a Norwegian specialist.

AniCura the Netherlands Meets the Demand of Specialized Care

Advancements in veterinary care have increased in recent years and the need for specialized veterinarians is urgent. AniCura the Netherlands has solved this challenge by initiating a training program.

ANICURA DE TWEEDE LIJN, THE NETHERLANDS



JENNY BUIJTELS
PHD, DIPLOMATE.



YARA ROELEN
RESIDENT

The Netherlands has more than 200 European diplomates. A diplomate in this context is a veterinarian with an accredited specialization in a specific field such as surgery, imaging, dermatology and so on. To become a diplomate,

a veterinarian must undergo an intensive training program in the area in which they are specializing, a so-called residency program. The program takes at least three years and is supervised by a diplomate in the specific field.

There is a high demand for specialized care and there is a shortage of specialized veterinarians. To contribute to a solution, four AniCura clinics in the Netherlands are now offering residency programs for veterinarians to become diplomates. With this initiative, the number of residencies grew from one in 2019 to fifteen in 2021.

“AniCura the Netherlands is proud to offer a residency program to our veterinarians and will continue to expand the number of residency positions in our effort to shape the future of veterinary care”

WE'RE A PART
OF THE PROGRAM



“
The concept of
Mental Health First
Aid was introduced in
AniCura Sweden.

Future Way of Working

Working life evolved and changed completely in 2020 and 2021. AniCura is using the momentum to make a change for an even better future for our Associates.

AniCura's strategy is to act in the best interests of its Associates. This includes making sure that we have the best working conditions for our Associates - existing and future. To future-proof the organization, AniCura has set standardized, modern guidelines for all office Associates, offering them the opportunity to choose where to do their work going forward. The aim is to retain and attract talent

while creating a sustainable and safe environment post COVID.

The decision came about following the results of an internal survey where insights from the pandemic period and suggestions for the future were gathered. We believe that our new ways of working will provide a good balance between private life and work life for our office Associates. We will turn our attention to our clinic Associates in 2022.

Balance Through Wellbeing and Support

AniCura wants to create a culture that focuses on the health and wellbeing of Associates as well as a good work-life balance.



The following initiatives highlight AniCura's main efforts in this area:

ANICURA GERMANY INTRODUCED MORE SUSTAINABLE WAYS OF COMMUTING.
During the pandemic more and more people started to commute in new ways. For example, bicycling has become a popular way to travel.

AniCura Germany offered environmentally friendly and healthy alternatives for commuting

AniCura Germany offered environmentally friendly and healthy alternatives for commuting to all Associates. Bicycle commuting also helps decrease AniCura Germany's carbon footprint. The Associate could choose from three different type of bikes: a regular, an electric, or a cargo bicycle. The bicycle can be leased for three years after which the Associate can replace the bicycle in a new lease contract or purchase the previous bike at a discount.

ANICURA IBERIA AND RUSSIA OFFERED FREE COUNSELLOR SUPPORT FOR ALL ASSOCIATES AND THEIR FAMILY MEMBERS
AniCura Iberia and Russia have introduced an Associate Assistance Program to help all Associates achieve balance and wellbeing in

access to a 24/7 and 365 days-a-year counsellor service, free of charge

life. Associates gain access to a 24/7 and 365 days-a-year counsellor service free of charge. Counseling is offered on a wide range of work and personal issues such as improving relationships, parenting, care for the elderly, stress management, life changes or workplace pressure, referrals to local financial or legal resources, maintaining physical health, mindfulness and more. The service is confidential, independent, and impartial, and also made available to Associate family members.

ANICURA SWEDEN INTRODUCED MENTAL COACHES
AniCura Sweden has trained about 55 Associates in Mental Health

First Aid (MHFA) which provided tools to help and support a person in case of an emergency until professional help arrives. AniCura Sweden's MHFA trained Associates have learned about the most common psychiatric diagnoses, various signs of mental suffering, how to respond, and where to turn for further help and support.

MHFA is a research-based concept developed in Australia in 2000 and is available in 27 countries. In Sweden, the concept is validated and adapted to Swedish conditions by Karolinska Institute, Solna University, Sweden and National Centre for Suicide Research and Prevention.

ANICURA THE NETHERLANDS INTRODUCED A NEW WORKING CONDITION PACKAGE

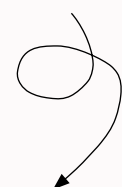
AniCura the Netherlands has implemented a new working condition package focusing on personal development. Here, the Associate's competencies are documented and training courses set up in accordance with the desired development plan in AniCura's organization.

ANICURA MEDICAL INTEREST GROUPS

Play an Important Role in Knowledge Sharing



FIND YOUR
GROUP!



AniCura was born out of the concept of knowledge sharing and, since its inception, its medical interest groups have been vital to AniCura's Associates. During the pandemic, AniCura's digital platforms assumed a critical role in facilitating collaboration.

The AniCura Medical Interest Groups (MIGs) are part of the building blocks upon which AniCura was founded. They facilitate collaboration and sharing of best practices. Support from colleagues and

knowledge-sharing became more important than ever in the COVID pandemic and the MIG structure with existing digital internal communications channels proved vital as effective networking tools.

Two new interest groups were formed in 2021: MIG Nutrition and MIG Evidence Based Veterinary Medicine. AniCura now has 20 MIGs which are open to all AniCura Associates to discuss and analyze clinical cases, diagnostics, treatments as well as new research in digital meetings and journal clubs.



The medical interest group supported me with very useful advice.

MIG Dentistry member

ANICURA MEDICAL INTEREST GROUPS

- Antibiotics and Resistance
- Cardiology
- Dentistry
- Dermatology
- Emergency and Critical Care
- Evidence Based Veterinary Medicine
- Feline Medicine
- Gastroenterology
- Infection Prevention and Control
- Internal Medicine
- Laboratory Medicine
- Neurology
- Nutrition
- Oncology
- Ophthalmology
- Physiotherapy and Rehab
- Reproductive Health
- Small Mammals and Exotics
- Surgery and Orthopedics
- Urology



More than half our dog and cat patients are overweight. The new medical interest group specializing in nutrition plays a vital role for the wellbeing of pets.

Kristina Johansen,
Veterinarian, Group Nutrition and Preventive Care Expert



AniCura Feline Medicine Congress

FOUR YEARS OF SUCCESS

AniCura Medical Interest Groups (MIGs) aspire to reach as many veterinarians and nurses as possible, both in AniCura and at non-AniCura clinics.

The AniCura MIG Feline Medicine group hosted the first Feline Medicine Congress in 2017 and it was an immediate success. 2021 marks the fourth AniCura MIG Feline Medicine Congress. More than 118 participating veterinarians and nurses listened to and discussed

with renowned international feline medicine specialists during two intensive lecture days. The congress also featured a morning workshop with practical training which was highly appreciated by the participants.



Brachycephalic (flat faced) pets are predisposed to special conditions and diseases which can be challenging for veterinarians and nurses. To increase awareness and knowledge in this area and address ethical dilemmas, AniCura MIG Congress 2021 was dedicated to these pets.

The theme for the AniCura Medical Interest Group Congress 2021 was “Brachycephalic dogs and cats”. 27 AniCura experts within 14 different medical fields shared their knowledge and insights on special conditions in brachycephalic pets. The digital event generated significant engagement with 825 participating AniCura Associates as well as frequent use of the recorded lectures. All speakers signed an agreement which was subsequently accepted as an official AniCura statement. You can read details in the left column.

This congress, including the official AniCura statement, shapes the future of veterinary care and takes the next step towards a better world for pets, especially for brachycephalic pets.

ANICURA OFFICIAL STATEMENT BRACHYCEPHALIC PETS

- Individual patients and their owners are given the best possible care in AniCura’s clinics and hospitals, regardless of breed. We aim to give each patient the best possible medical outcome, within the framework of good animal welfare.
- AniCura encourages healthy and ethical breeding. Regarding brachycephalic breeds specifically, we advise against breeding animals with clinical symptoms that are known, or are strongly suspected, to be related to a brachycephalic conformation.
- We will support breeding only when we can expect healthy offspring and when we can expect a natural delivery. Insemination must not be performed to overcome a physical inability to breed naturally.
- In marketing, AniCura uses images of breeds that are associated with good health and welfare, with good function and the ability to practice natural behavior. Exceptions are situations where specific health conditions are illustrated.

FOUR REALLY
IMPORTANT BULLETS

“
The best possible
care in AniCura’s
clinics and hospitals,
regardless of breed.”

ANICURA WAYS OF WORKING

- IMPROVING TOGETHER

AniCura Ways of Working (WoW) is a system for continuous improvements at AniCura. The purpose is to enable our operations to continuously improve by applying principles, methods and behaviors based on the Lean philosophy.

As WoW is applicable to any kind of improvement, it creates sustainability in the areas of finance, people and environment. The following examples illustrate WoW progress across Europe.

HOW TO INCREASE EMPLOYEE SATISFACTION



"Was it a good day today?" "Add a smiley or, if it was a bad day, tell us why"

Associates at AniCura NordVet in France are encouraged to provide daily feedback by simply putting a green, yellow, or red smiley on

the whiteboard. The only rule is for red smileys, which must include a sticky note elaborating on the negative experience that day.

In summary, a simple system for Associates to influence and improve daily operations. After one year, overall employee turnover has decreased, thus increasing stability and creating a more sustainable workplace.

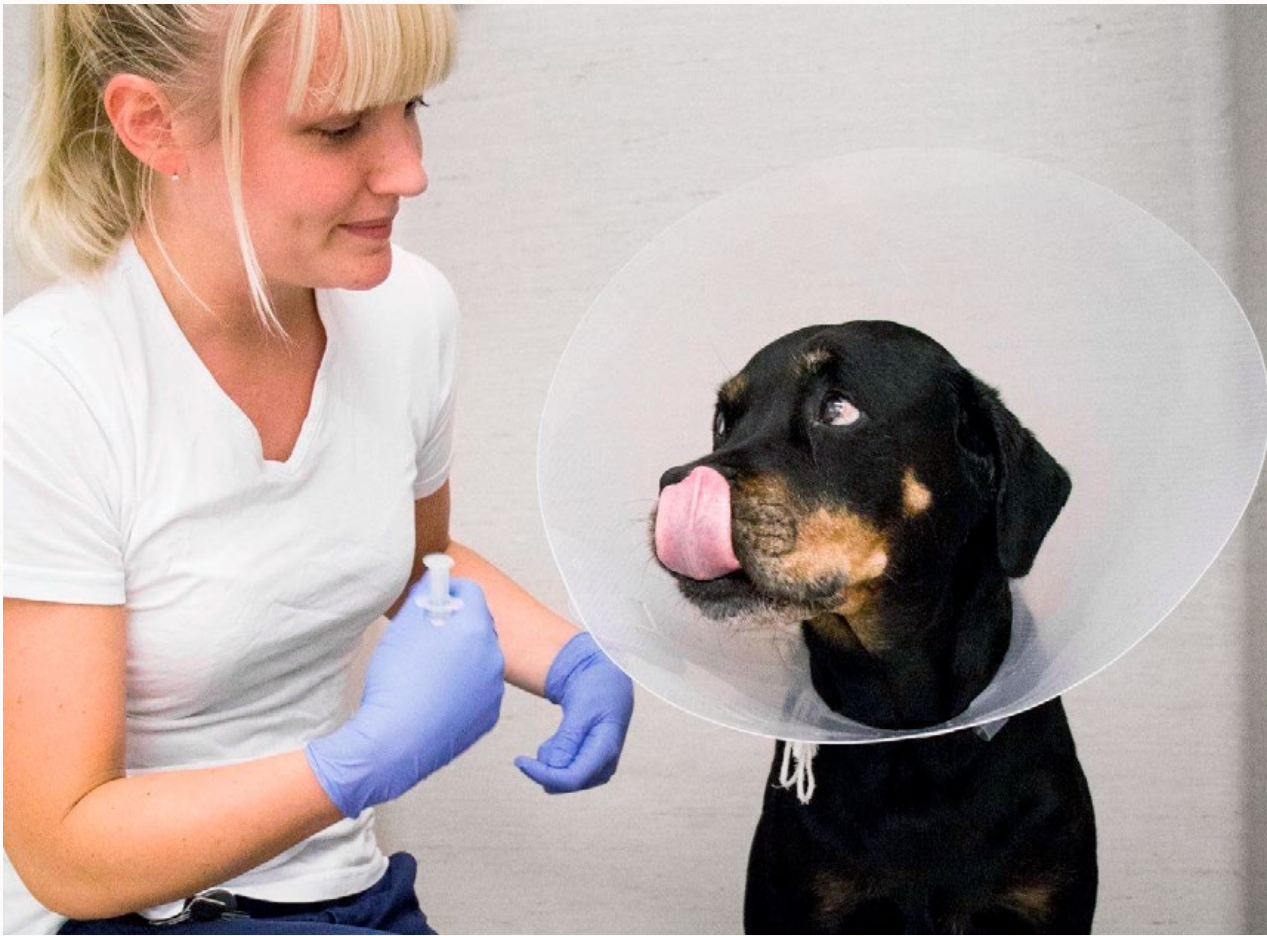
“After 3 months and solving hundreds of daily problems, the number of green smileys had increased by 40% and the number of red smileys decreased by 25%!

Veronique Arnoux, veterinarian at AniCura NordVet, France

ANICURA THE NETHERLANDS FOCUSED ON PATIENT SAFETY



The daily pulse meeting is one of the key methods of WoW and aims at improving communication, team performance and patient flow. Every patient-related improvement can also improve patient safety. Consequently, several clinics started to gather patient safety incidents on the pulse meeting board to facilitate detection of issues and implement immediate action. In addition, all incidents are registered in the AniCura Patient Safety Improvement System (APSYS).



HOW TO MAKE CHANGES PERMANENT

AniCura Västra Djursjukhuset, Sweden, tells its story

Emma Kvarnström, nurse at AniCura Västra Djursjukhuset in Sweden, has been working with WoW for several years. Here she shares her experience:

For most clinics, WoW brings expectations on changing both behaviors and methods. What would you say are the main success factors to sustain the changes over time?

– The most important thing is to work on changes together with the whole team. To make sure that they are involved in developing relevant measures and targets. This will help them understand how this can contribute to the planning of the working day.

Based on your experience so far, what are the most important pitfalls to avoid?

– With high ambitions, there is a risk of choosing measures that are so complicated that the team really do not have time to calculate and analyze during their daily practice. Having lots of numbers on a board without being able to use the results reduces enthusiasm and there is a risk that you will then also stop attending the daily morning meeting. Feedback to the team is also important to make it feel valuable to attend and contribute to the meeting.

Have you noted tangible signs that WoW enables a more sustainable business and/or workforce?

– When we measure the work environment by using happy or sad

smileys, we can see a positive trend and increased engagement.

Even though we rely on our WoW ambassadors to train and coach us, what is your recommendation for leaders to become independent on ambassador coaching and lead/own the change?

– To keep WoW practical and concrete. By using simple and clear examples and by practicing the different forms of WoW meetings, we understand how the meetings work. Another good practice is to share contact information with colleagues who are in the same situation so that you can share experiences and ask questions. It can be as detailed as discussing the measures to use on a daily basis.



“

*As AniCura grows,
so will our sustainability
efforts for the health and
wellbeing of people,
pets and the planet.*

Azita Shariati, Group CEO, AniCura

2011

Four of Sweden's leading animal hospitals merge to form Djursjukhusgruppen; Albano and Bagarmossen in Stockholm, Falu Djursjukhus in Falun, and Västra Djursjukhuset in Gothenburg

2013

AniCura is established in Denmark

AniCura's 1st "Togetherness" event is held in Jönköping with 350 participants

2015

QualiCura, AniCura's Medical Quality Program is introduced

AniCura is established in Germany, Austria, and Netherlands

2017

ACE, launch of AniCura Continuing Education program

AniCura Readiness Camp is initiated

2019

AniCura is established in Spain, Italy, France, and Portugal

WoW, Ways of Working, AniCura's system for continuous improvements are introduced in our clinics

AniCura's 2nd Quality Conference held in Munich

AniCura's 2nd Medical Interest Group Congress held in Copenhagen

2021

AniCura is established in Russia

10-year Anniversary, November

AniCura's 4th Medical Interest Group Congress (digital)

2012

AniCura is established in Norway

2014

AniCura is the new name after Djursjukhusgruppen

2016

AniCura launches the first Quality and Sustainability Report in the industry

AniCura AniPlan®, AniCura's first health program, is launched in Denmark

AniCura is established in Switzerland

AniCura's 2nd "Togetherness" event is held in Stockholm with 1,200 participants

2018

AniCura is acquired by Mars and becomes part of Mars Veterinary Health

AniCura Patient Safety Improvement System (APSiS) is launched

AniCura's 3rd "Togetherness" event is held in Stockholm with 2,400 participants

AniCura's 1st Quality Conference held in Stockholm

AniCura's 1st Medical Interest Group Congress arranged in Stockholm

2020

AniCura's digital veterinary services were launched in Sweden and in Norway, Veterinary Services Online

AniCura is established in Belgium and Andorra

AniCura Graduate Program is launched

AniCura's 3rd Medical Interest Group Congress (digital)

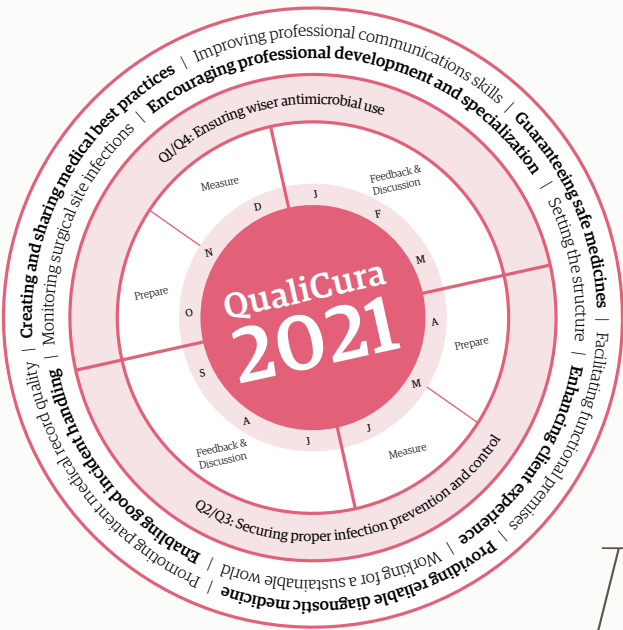
A small business with big dreams – that's how we started back in 2011. Ten years have passed since then, but here at AniCura we still have the same vision every day we go to work: to shape the future of veterinary care, together.

It's a never-ending journey, but we reach and celebrate new achievements all the time. We grow, we learn, and we develop, together.

Today we number approximately 10,000 Associates – from receptionists and administrators to veterinary nurses and veterinary specialists. All united in our commitment to do what's best for pets.

From our humble start we have grown into one of Europe's leading providers of high-quality veterinary care. As a part of Mars Veterinary Health, we have a safe and strong family home and a shared purpose to create a better world for pets. AniCura is made up of more than four hundred carefully selected animal clinics and hospitals, and together we treat more than 3.3 million patients annually.





Introducing QualiCura 2.0

AniCura's quality program, QualiCura, was established in 2015 and updated in 2021 to consist of 14 instead of 9 focus areas with both medical and organizational quality standards. The adjustments align well with Mars Veterinary Health and the upgraded program was rolled out in AniCura Netherlands in 2021.

Each area includes both medical and organizational quality standards, where clinics annually assess how they comply with these standards. Basic standards are the minimum standards that all AniCura clinics must meet. In addition, there are 16 aspirational standards to which the clinics may strive. In total, 37 are basic and 16 aspirational standards.

The aim of QualiCura is "To enable AniCura's patients to receive safer care, with better medical outcome".

QUALICURA 2.0 ROLLOUT IN THE NETHERLANDS
In total, 50 clinics have implemented the program, whereby these clinics followed the three educational seminars where all the standards were explained, and sub-

sequently documented all procedures for the basic standards. The clinics were then audited twice, one internally and one externally by Lloyds. All 50 clinics meet the basic standards.

QualiCura 2.0 provides our clinic with a clear structure for pharmacy, veterinary and hygiene protocols, as well as practical internal documentation.

Marleen van Duijvenbode & Sabine Peters, nurse, and veterinarian at AniCura Dierenkliniek Rijngest, the Netherlands.



MARLEEN VAN DUIJVENBODE, NURSE



SABINE PETERS, VETERINARIAN

- THE COMPLETE LIST OF FOCUS AREAS:**
- Encouraging professional development and specialization
 - Creating and sharing medical best practices
 - Improving professional communication skills
 - Providing reliable diagnostic medicine
 - Ensuring wiser antimicrobial use
 - Monitoring surgical site infections
 - Securing proper infection prevention and control
 - Enabling good incident handling
 - Promoting patient medical record quality
 - Setting the structure
 - Enhancing client experience
 - Working on a sustainable world
 - Facilitating functional premises
 - Guaranteeing safe medicines

NEW AREAS IN GREEN



SOFTWARE SYSTEM HELPS ORGANIZE Daily Practice

In AniCura Germany, a digital document management system was introduced to help the clinics work with AniCura best practice standards and national regulations.



Information about important procedures can be found with just the click of a mouse.
Michaela Klöckener, Quality Manager at AniCura Bielefeld and AniCura Germany, Austria and Switzerland.

AniCura's clinics in Germany use a document management system for digital manuals. The central German team publishes documents and manuals on topics such as infection prevention and control, work safety, data protection and radiation security. Templates are also created, giving each clinic the opportunity to create its own manual according to best practice standards without having to work out the topics from scratch. In the software system, there are templates to make the manual look appealing and clear, as well as documents that can

be used for training with videos. In the system, documents can be linked, kept up to date and in a clear, transparent structure. Reminders can be created without effort for groups of persons and different professions. In addition, organizational charts and processes can be displayed graphically. Finally, the Associates find the software user-friendly and intuitive to use, making this system optimal for knowledge acquisition with all information in one place and, most of all, it is time-saving for all users!

The Power of Sharing

Over the past few decades veterinary care has evolved significantly with more advanced diagnostics and treatment procedures. In parallel the pet population has increased and with that the expectations of pet owners. As with all types of health care there are Associated risks of the occurrence of unintentional harm. Since incidents impact our patients and our Associates, it is vital for our clinics to learn from them to prevent recurrence.

Since 2018 AniCura's clinics can report incidents in a digital system. The system offers a structured way of processing and analyzing events. The aim is to create learning opportunities at both clinic and group level, and to contribute to the Mars Veterinary Health ecosystem.

One important area in Patient Safety is ensuring that key safety checks take place with equipment prior to use with every patient. Three unusual patient responses during anesthesia led a nurse to examine the anesthesia machine in detail and she discovered a problem with the oxygen generator. These events highlighted the importance of the use of pre-anesthesia equipment checklists before every procedure. In response to the lessons from these events AniCura initiated a patient safety anesthesia project. The project focuses on optimizing

the quality of anesthesia equipment and the development of anesthesia guidelines.

At AniCura, learnings from incidents is shared in multiple ways with a quarterly Bulletin published to communicate cases, learnings and best practices.

“
Sometimes we just make mistakes because we're human, it's nothing to do with how careful you're trying to be.

Catherine Oxtoby,
BVSc, PhD, MRCVS,
The Veterinary Defence Society UK



THORSTEN THURDE,
PRACTICE MANAGER AT
ANICURA VARDE DYREHOSPITAL, DENMARK

RESPECTING PEOPLE

Thorsten Thurde, Practice Manager at AniCura Varde Dyrehospital, shares his best tips on how to create a learning environment in the clinic:
– During the past couple of years, we have changed our focus to create a safe culture and a working model where mistakes are treated

“We talk open-mindedly about mistakes and capture both good and bad”.

as learning experiences. We talk open mindedly about mistakes and capture both good and bad events to learn and improve. Nobody is blamed if we have an incident. We see it as a system failure and not a human error.

It is important that everyone understands this including the leaders.

In brief

Everyone involved with delivery of sedation or anesthesia should be trained in recognizing and treating hypoxemia and all clinics should ensure the following processes:

1. Always have a back-up oxygen supply
2. Perform a daily check of oxygen supply
3. Perform regular maintenance of oxygen generators

LOCAL INITIATIVES AniCura Laboratory Services



Together with AniCura's preferred diagnostic supplier, AniCura performed analyses of pre-anesthetic testing and invested in in-house laboratory equipment. These initiatives can help improve patient safety.

The following two examples from AniCura Denmark and AniCura Netherlands illustrate AniCura's strong focus on improving the quality of laboratory services.

WHAT IS THE VALUE OF PRE-ANESTHETIC BLOOD TESTING?

Three Anicura hospitals in Denmark tested the outcome of pre-anesthetic screening on 100 cats and 100 dogs undergoing

anesthesia for elective dental treatments.

The mean age of the dogs was 6.5 years. 9% of the dogs had severe abnormalities to a degree where anesthesia was either postponed or altered. 36% had one or more mild abnormality that would warrant a follow-up. The mean age of the cats was 9.3 years. 33% of the cats had severe abnormalities and 35% had mild abnormalities - leaving a small fraction of the screened cats completely normal. 15% of the cats had abnormal natriuretic peptide levels indicating increased stress to the heart, two cats had high total thyroxine concentration and, in both cases, the results were unexpected.

This indicates that apart from giving us a go or no-go for anesthesia, pre-anesthetic testing can help us discover problems early and act as an important tool in preventive care.

FASTER RESULTS EQUALS EARLIER TREATMENT

At the end of 2020, AniCura Netherlands made a significant investment in in-house diagnostics and found two results:

A trend of shifting from external lab to in-house diagnostics as well as an increase in the total amount of testing. This has a direct positive impact for pets and pet owners. With more diagnosed animals and faster results, appropriate treatment can begin sooner, thus improving the quality of life for pets.

“
With more diagnosed animals and faster results, appropriate treatment can begin sooner.

Habits and Practices Investigated

Anesthesia and Analgesia

Risks Associated with anesthesia and analgesia are well-recognized and reported in the AniCura Patient Safety Improvement System (APSYS). AniCura Sweden therefore hired a diplomate in Veterinary Anesthesia and Analgesia, Mathieu Raillard, to map these procedures and implement suitable improvements.

AniCura Sweden participated in two surveys to map anesthetic procedures. The first survey targeted hospitals and consisted of 125 questions on available equipment and drugs, assessment of anesthetic risk, and management and monitoring of anesthesia and sedation. The second survey targeted Associates and their recent training, level of confidence, preferred learning modalities and expectations.

A basic anesthesia training program was initiated consisting of an online, on-demand, course coupled with a clinical training tool. Moreover, coaching and audits in anesthesia are offered to hospital and clinics. AniCura is working on

a comprehensive database where basic and advanced anesthesia educational material will be available.

“
Management of sedation, recovery and post-operative analgesia were revealed as critical areas and will receive particular attention.

Mathieu Raillard, Diplomate
ECVAA, AniCura Bagarmossen
& AniCura Sweden



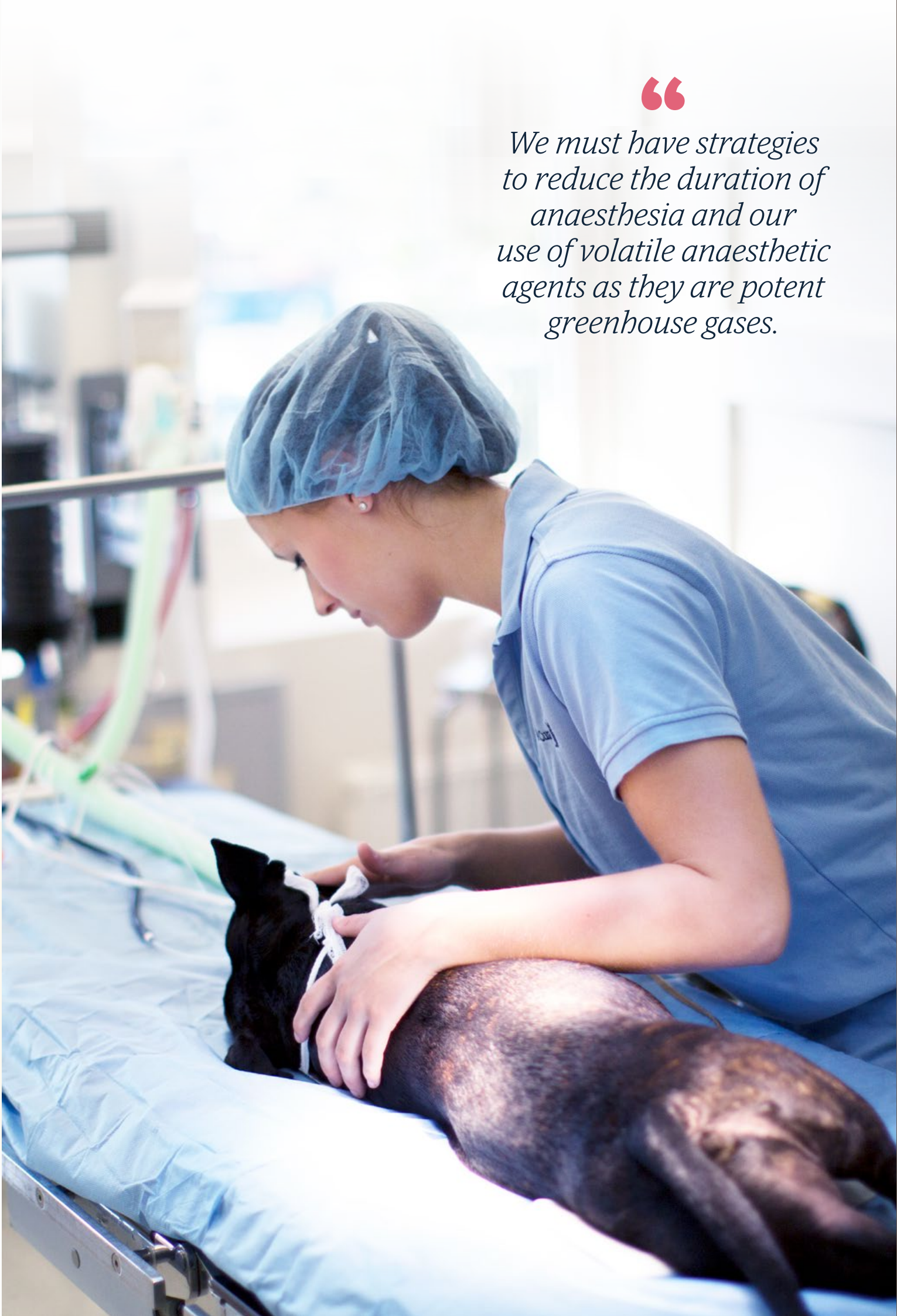
MATHIEU RAILLARD

AND WE
HAVE A RESULT!

A TOTAL OF 28 HOSPITALS
AND 284 ASSOCIATES
RESPONDED AND THE
RESULTS INDICATE THAT:

- 1. in most clinics most patients are taken care of by dedicated Associates using multiparametric monitors.
- 2. most animals are stabilized before anesthesia.
- 3. the use of opioids, loco-regional anesthesia and individual pain assessment are normal practice in Sweden.

“
We must have strategies to reduce the duration of anaesthesia and our use of volatile anaesthetic agents as they are potent greenhouse gases.



Doctoral Thesis in *DENTAL HEALTH*



Karolina Enlund, veterinarian, AniCura Gärdet, Sweden, focuses on preventive measures for dental health and was a joint venture between AniCura and the Swedish University of Agricultural Sciences. Her research showed that dental health, especially in small breeds, can be improved and that the advice given by veterinary care professionals on preventive care is suboptimal for animal welfare.

Enlund’s research was conducted at AniCura Gärdet in Stockholm and involved patients and pet owners. Her thesis showed that home dental care is a less prioritized area within veterinary care and less than half of the dog owners have never been advised to brush their dogs’ teeth, despite frequent visits to the veterinary clinic. Brushing teeth is usually recommended too late, i.e. when the dog owner seeks veterinary care for dental problems and the disease is often severe.

Enlund’s research also showed that the necessity for home dental care is not communicated to pet owners by veterinary health care professionals. 60% of pet owners state that they know it is important to brush the dog’s teeth, but only a few do it daily. Veterinary health care professionals can play an important role to support and increase compliance. Home dental care is essential for both pet well-being and the financial situation of the pet owner.

“
Home dental
care must start
at an early age.”



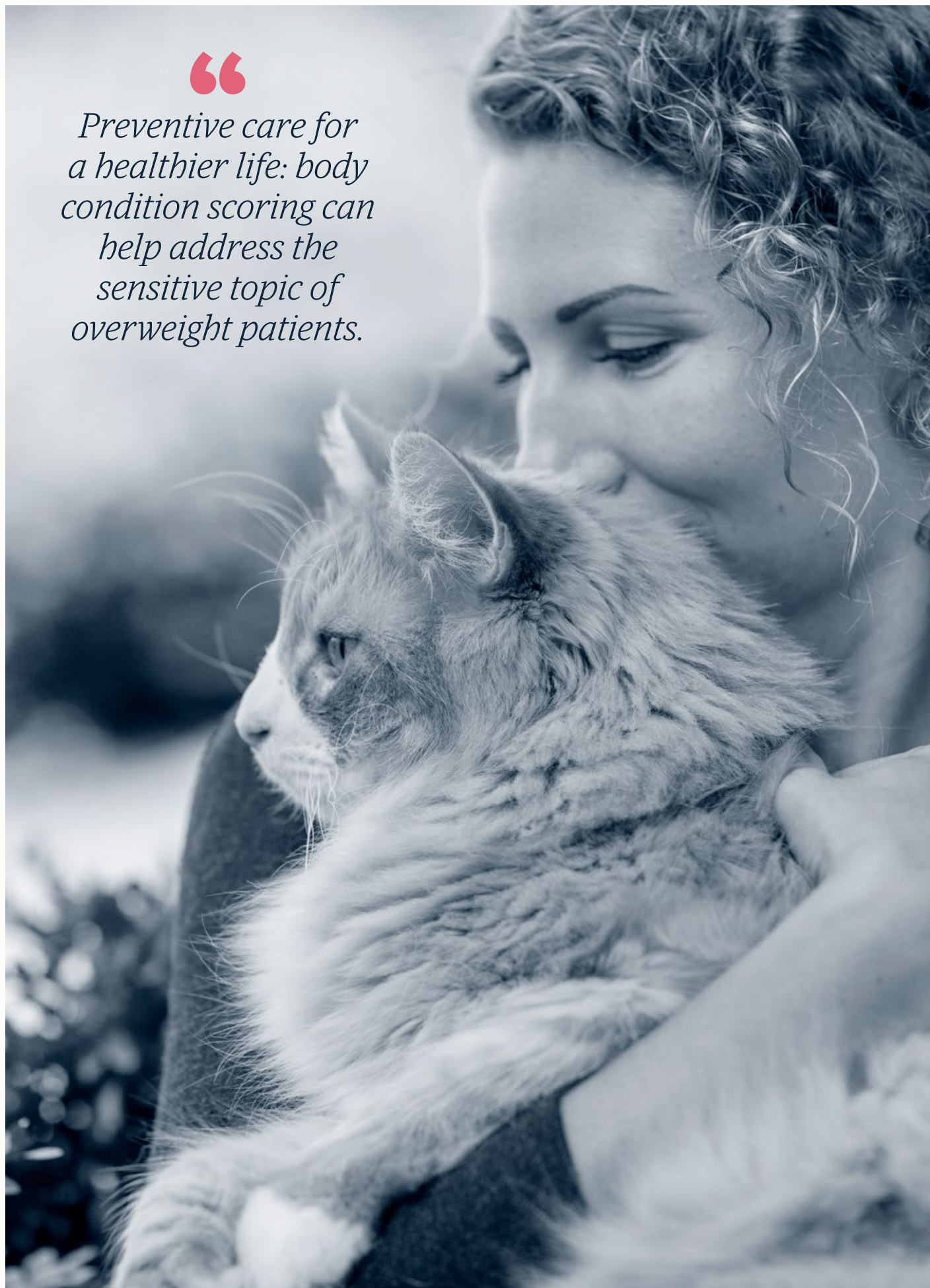
Karolina Enlund, veterinarian, PhD

AniCura Denmark Launched *VACCINATION GUIDELINES* for Dogs and Cats

Veterinary quality is a high priority for AniCura and having a committee of experienced colleagues who keep track of the latest research and recommendations is a huge benefit for AniCura Denmark’s Associates.

The first project for the Veterinary Committee in AniCura Denmark, led by Sanne Ross, AniCura Denmark’s Country Veterinary Manager, was to update recommendations regarding vaccination of dogs and cats. Research shows that not all dogs are protected if they are only vaccinated at 8 and 12 weeks. Therefore, the new guidelines have added vaccinations when the dog is 16 weeks and 6-8 months old.

The recommendations are based on guidelines from the World Small Animal Veterinary Association. Future projects for the AniCura Veterinary Committee in AniCura Denmark are national anesthesia guidelines and laboratory projects.



“

Preventive care for a healthier life: body condition scoring can help address the sensitive topic of overweight patients.

AniPlan

- Sign up for the Good Life

Preventive Health Care programs like AniPlan help pet owners budget for their pet's needs. AniPlan is one of AniCura's main focuses in preventive care and it has grown consistently, with 40% more pets on plans in the past year.

AniPlan provides structured planning of visits to the veterinary clinics, including routine vaccinations, yearly nose to tail checkups, parasite control, nutrition guidance and more. It is ultimately about providing peace of mind for the owner by giving the best preventive care for their pet. With more frequent visits to veterinary clinics, pet owners will be given the time to discuss topics of concern or

interest regarding their pet's specific needs. The veterinarian is thus able to guide the pet owner regarding what is relevant for them and their pets in relation to their own circumstances.

“

Did you know that a majority of pet owners under-estimate the minimum monthly cost of owning a pet?

Tour de AniCura Norway

A campaign to increase focus on preventive care through AniPlan and good nutritional recommendations was launched in Norway last year. Tour de AniCura also encouraged clinics to focus on continuous improvement through clinical audits of journals. AniCura Ekeberg is one of the clinics that have increased the number of AniPlan-members the most during this campaign, resulting in over 30% more pets being vaccinated there.



Happy Faces when Rolling Out the New AniPlan Offering in AniCura the Netherlands

A harmonized AniPlan for AniCura Netherlands including AniPlan Puppy and Kitten was relaunched in 2021. With these two new health programs, all stages of the pet's life are covered. In addition, a laboratory module was introduced with urine- and blood analyses for early detection of diseases in dogs and cats.

“

We want to start with AniPlan for puppies and kittens, because these plans are for owners who really want to do everything to ensure that their pets have the best start in life.

Louise van Schijndel & Miranda Hoekerd - van der Kooy, nurses at AniCura Ermelo-Harderwijk, the Netherlands

The AniCura App

– a Great Aid in Preventive Care

AniCura's digital veterinary services as the AniCura app continue to grow, and increase in importance in terms of strengthening our digital-physical presence. The app increases the wellbeing of our pets, providing easier access to veterinary care and serving as a flexible workplace for our Associates.

Observations show that the AniCura app increases access to and lowers the cost of veterinary care, leading to pet owners seeking advice at an earlier stage. No questions are too big or small when using the app.

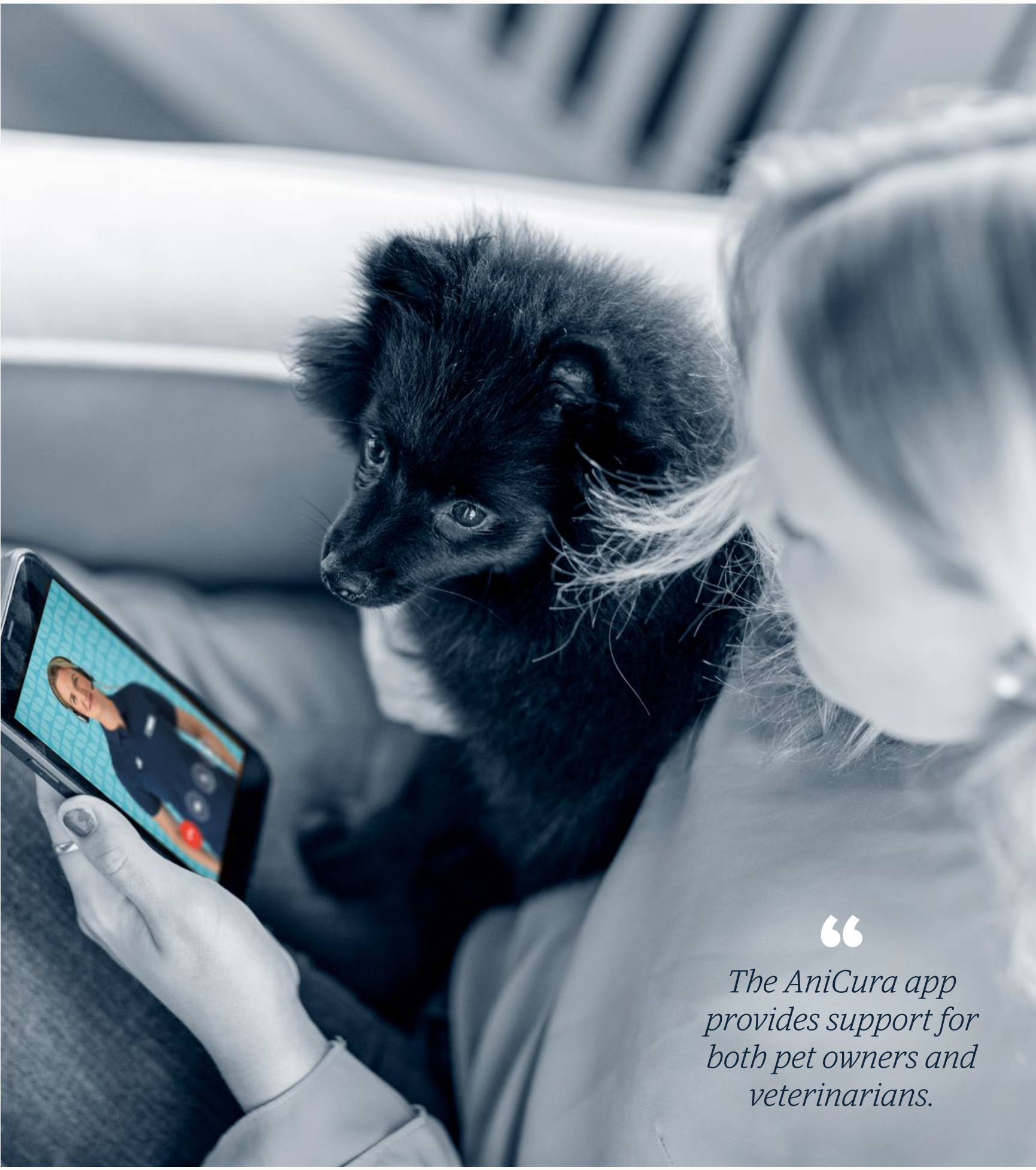
The app is also a great tool and an easy-to-use channel for pets and pet owners that have already been treated at the clinic. The app provides smooth, quick, and easy follow-ups, which in turn can improve compliance and health outcomes. This helps provide a sense of security, not only for the pet owners but also for our veterinarians.

As of September 2021, the AniCura app has been downloaded by 220,000 pet owners and more than 60,000 consultations have been conducted.

The app is becoming an increasingly important central hub for both pet owners and our clinics. By creating a central channel for communications, processes are streamlined which increases productivity at clinics and ensures that pets in need of a physical visit get to the right clinic, at the right time. In 2021, AniCura increased collaboration between the app and clinics. One added feature was to make the app an easy choice for pet owners already in the clinic's phone queue for our physical clinics.

ANICURA APP – A GREAT WORKPLACE

Most of the veterinarians working in our app combine working physically and digitally, to engage in clinical work but also increase work-life flexibility. One result of the increased veterinary capacity is improved employer branding and employee engagement.



“
The AniCura app provides support for both pet owners and veterinarians.

CLEAN HANDS PROVIDE SAFETY

AniCura's fourth survey on the use of alcohol-based hand-sanitizer showed an increased use in 58% of the surveyed clinics.

149 clinics from 10 countries participated and the average consumption was 8.9 ml

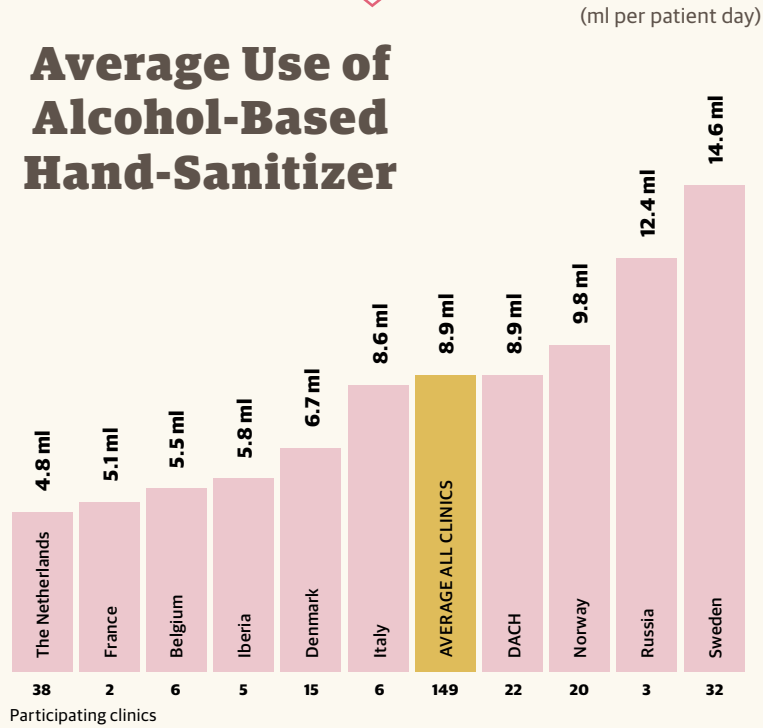
149 clinics from 10 countries participated and the average consumption was 8.9 ml per patient day* which is higher than the 2019 average of 7.1 (no measurement was done in 2020 due to the pandemic). The country-specific results are shown in the table.

COVID-19 has shown the importance of hand hygiene. In human healthcare, the use of alcohol-based hand-sanitizer is the superior method for achieving good hand hygiene and thereby improved patient and work safety.

AniCura has guidelines for infection prevention and control, and every Associate working with patients should know these guidelines and take personal responsibility to work accordingly. The guidelines have been translated into all languages used at AniCura.

“

On-demand course 'AniCura Infection Prevention Control Program' in Swedish and English is released.



*The outcome is the volume of alcohol-based hand-sanitizer divided by the number of patient days (i.e. the days that the patient has been in the clinic, for vaccinations the number of days is one) in April. This serves as an indirect measurement of compliance with hand hygiene routines.



Fruitful Collaboration to Enhance Preventive Care

AniCura has, in collaboration with a preferred partner, developed an educational learning package dedicated to preventive care. The package includes theoretical modules and practical simulations and consists of six e-learning sessions:

- Ectoparasites
- Endoparasites
- Vaccinations
- Responsible use of medicines
- Preventive health strategies

The simulations are made in the Veterinary Dialogue Trainer (VDT) platform. The partner has developed a method for training communication skills in the safety of the clinic. VDT is a gamified computer simulation which assesses interactions between a veterinarian or veterinary nurse and a pet owner. Challenging topics include, feline obesity awareness and recurrent canine ear infections, among others.

VDT can be played on any device and allows participants to actively practice their skills in a realistic and safe environment. Various simulations can be played and re-played, allowing for numerous situations and topics to be practiced. Data is collected from all simulations, allowing for progress to be objectively measured and monitored. The data offers insight into player choices and highlights where extra knowledge and training are necessary.

Nutrition Engagement

- THROUGH MEASURING OF BODY CONDITION SCORE



As veterinary care becomes more specialized and complex, it is increasingly difficult to keep track of the full cycle of care. Therefore, preventive care is an integral part of AniCura’s strategy, both to prevent illness in the first place and also to prevent relapse after treatment and safeguard that each pet gets a life as long and healthy as possible.

It is challenging to measure preventive care since it occurs before a problem or disease arises. Through increased focus on Measuring Patient Outcome (MPO), we can improve clinical outcome and monitor the effect of preventive and supportive care. Some examples of outcomes are quality of life, improved post-surgery care or decreased disease occurrence.

By measuring patient outcomes, the clinical result, the customer’s experiences, the patient’s quality of life, the clinical team’s effort,

and the balance between them are brought together. A holistic overview of this cycle combined with standardized measures will help us in the long term to determine, evaluate, and understand areas in need of improvement, highlight our successes and most importantly improve patients’ lives.

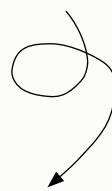
One example of integrating measurable indicators of quality of life and preventive care is implementation of Body Condition Scoring (BSC) into our veterinary record-keeping systems. This will

be piloted through the Practice Management System (PMS) used by all clinics in AniCura Denmark.

It will track and help overweight patients and measure improvements as well as comorbidities in an organized manner. It will also act as a reminder to integrate nutritional assessment into every consultation, as recommended by the World Small Animal Veterinary Association (WSAVA). In the future a harmonized PMS throughout AniCura will enable more of these measurements on a larger scale, with client surveys and long-term follow ups.

Through AniCura’s health plan, AniPlan, communication with pet owners is further developed and gives better insight and deeper understanding of patient and pet owner satisfaction, an integral part of the MPO process.

KEEP CALM
AND SAVE PETS



ANICURA BELGIUM Reduces Patient Stress Level

AniCura Belgium collaborated with a pharmaceutical supplier to increase awareness of patient stress and stress preventative measures. The goal is to guide clinics to become stress-free environments.

In total, nine Belgian clinics signed up for the program. Following initial screening of the each clinic’s procedures, tailor-made advice and practical workshops were provided.

Sofie Apers, veterinary nurse at AniCura Dierenkliniek De Vliet, shares her experience.

Why did you join the Stress Free Program?

– We noticed that pet owners care much more about the mental wellbeing of their pets than they have ever done before. Because people consider their pets to truly be a part of their family, they expect the same level of care and compassion for them as they would for human family members. Just providing the best care is not enough anymore.

Customers expect their pets to feel at ease when they have to stay overnight or when they visit the veterinarian. Hearing other clinics being enthusiastic about the program, we decided to get onboard as well.

“After introducing the program, our clients say that the threshold for visiting a veterinary clinic is much lower now they know that it will be less stressful for their pet”

How did the program change your way of working?

– Based on the personalized input and feedback we received during the program, there are several things that we have changed. To start with, we completely renewed our hospitalization cages. The cages are now bigger and have floor heating instead of infrared light bulbs. This is more comfortable for the pets. Cats now get their own cardboard box to hide in, making them feel more at ease.

Moreover, the rebranding of our clinic to stress-free proved to be the perfect occasion to implement our newly acquired knowledge about reducing stress to our interior. We seized the opportunity and applied sandblast foil with the beautiful AniCura pictures or patterns to

avoid pets staring at each other, we repainted our interiors in colors that have been proven to be less stressful for animals and even chose new exam table mats in the right color.

Moreover, we have split the waiting room into two separate areas for cats and dogs with high shelves in between. For the cat area, we have chosen a quiet corner with special surfaces to put the transportation cages to help the cats feel safer. There are even blankets provided to put over the cages for scared cats and treats for dogs to reward their good behavior. Finally, all our team members are much more aware about stress signals and know how to act upon them.

“Our patients are now calmer!”

Did you get any reactions from customers?

Yes, only positive ones. People really appreciate our efforts and are using the provided tools, like blankets and special surfaces for cages. But even more important: we see that the patients are calmer. It is great to hear customers say that the threshold for visiting a veterinary clinic is much lower now they know that it will be less stressful for their pet.

ANICURA SWEDEN

Supports Underprivileged Pet Owners' Pets



Underprivileged people, such as the homeless, cannot always prioritize veterinary care for their pets. Faktumdagen* ("Faktum day") is a yearly event sponsored by AniCura Västra Djursjukhuset, which offers free care and treatment for these pets.

For the 13th consecutive year, AniCura Västra Djursjukhuset in Sweden arranged "Faktumdagen" in which underprivileged pet owners received free care for their cat or dog. A total of 36 clients seized the opportunity and visited AniCura Västra Djursjukhuset. The pets were examined, treated, vaccinated and surgery was undertaken if needed. The pet owners were given Swedish "fika" (coffee and cake). An estimated 18,000 people are homeless in Sweden. Some of them have their animal as their only

companion. Veterinary visits and animal insurance are typically not a priority. AniCura therefore opens the hospital to provide free health examinations and advice to this group of pet owners. AniCura Västra Djursjukhuset Faktum Fund accepts donations of any amount to support underprivileged pet owners all year.

OUR FRIENDS
* Faktum is a magazine publisher in Sweden that publishes a magazine which is sold by homeless people.

AniCura Germany Facilitates Pet Adoption

Over 300,000 animals need new homes in Germany every year. That is why AniCura Germany has been supporting Tierheimhelden.de, a non-profit platform for pet adoption.

Since animal shelters are often chronically overburdened, the need for relief and support is very high. Therefore, veterinarian Daniel Medding founded a platform in 2012 to help animal shelters find homes for needy animals and to significantly simplify the adoption process for people looking for pets. Via Tierheimhelden.de, animal shelters can easily present their animals to a wide audience with a descriptive profile and photos. When a person searching for a pet finds a suitable animal, he or she contacts the animal shelter directly via the platform to get to know the animal. If everything fits, the adoption process is initiated by the shelter. Almost 10,000 shelter animals, mainly dogs and cats, find new homes this way every year.

Tierheimhelden is the official and exclusive partner for digital shelter animal adoptions of the German Animal Welfare Association

“We would like to express our sincere gratitude to AniCura for supporting this highly important project and look forward to long-term cooperation and partnership.”
Daniel Meddings, veterinarian

(Deutscher Tierschutzbund) and is completely free of charge for animal shelters and pet owners. Therefore, the organization relies on stable partnerships and is financed through donations and sponsors.



AniCura Denmark is collaborating with Aalborg Zoo to sustain biodiversity

Zoos in Denmark handle several important tasks, such as insemination programs, breeding collaborations, nature conservation and research at a very high level. AniCura is happy to help.

National agreement with Service Dogs in AniCura Denmark

The Service Dogs Association (STH) is a non-profit association that aims to help people with mobility impairments. AniCura Denmark wants to support this, entering into collaboration with STH, to ensure the best treatment for service dogs.

“

A series of excellent webinars were broadcast in spring 2021. A number of colleagues, prominent in various fields, discussed antibiotic issues with Ulrika Grönlund, Sustainability & Veterinary Medical Communications Manager. The conversations concerned not only the actual application of antibiotics, but also covered risk factors for developing infections, preventive measures, sampling and diagnostics.

The webinars were easy, relevant and highly applicable to those of us who are clinically active, and were an excellent complement to the written antibiotic policy. AniCura at its best is actually shaping the future of veterinary care for a better world for pets.

Karin Löfkvist
DVM, Swedish Specialist in Surgery,
Regional Manager Region South and Kalmar, Sweden



WISER ANTIMICROBIAL USE GAINS FURTHER MOMENTUM

Antimicrobial resistance is spreading throughout the globe and is called the silent pandemic. To minimize unnecessary use of antibiotics, and thereby participate in the fight against antimicrobial resistance, AniCura is measuring its use of systemic antibiotics for the 6th year.

Since the launch of the QualiCura program in 2015, AniCura has been focusing on wiser use of antimicrobials. Through measurements, feedback and discussions of the results in the clinics, AniCura has seen a further decline in use from 7.7% in 2020 to 7.0% in this year.

190 clinics from
13 countries participated

The average use in each country that participated previously showed a decrease except for Sweden and Denmark, see figure below. The average for AniCura France was omitted due to too few clinics participating.

During one week in October, the clinics recorded what antimicrobial substances they used for systemic treatment or prophylaxis in dogs, together with indication of which diagnostic tools were used. This year, 14 countries with 190 clinics participated compared to 165 last

year. Of the 33,544 dogs examined, 2,358 were treated with systemic antimicrobials.

IMPLEMENTATION OF ANICURA'S ANTIBIOTIC GUIDELINES

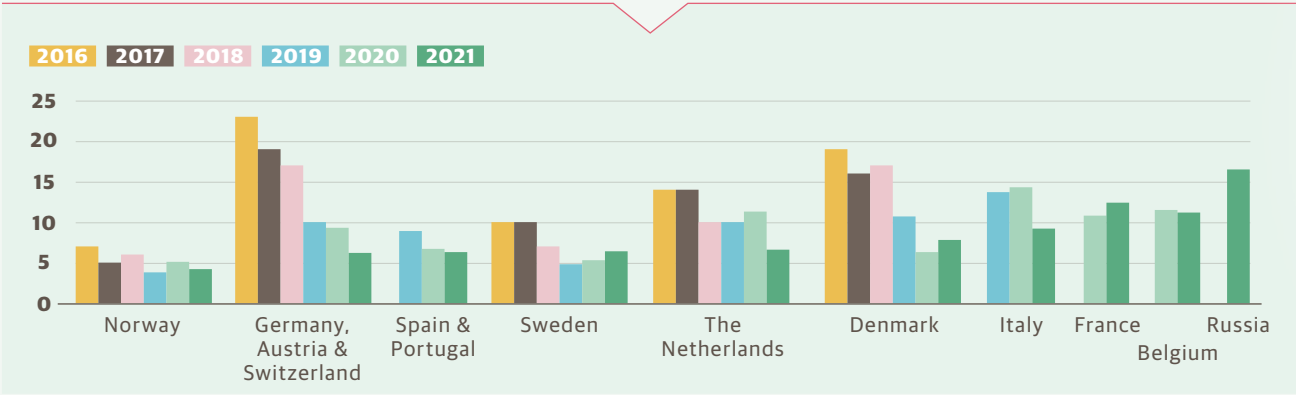
To accelerate achievements and further ensure wiser antimicrobial use, AniCura's strategic group for antibiotic use produced guidelines for the most common indications. These guidelines included recommendations for surgical antibiotic prophylaxis, wound infections and abscesses, gastro-intestinal disorders, skin infections, urinary tract infections, dental procedures, and lower and upper respiratory diseases. Together with a written document, the recommendations were presented in webinars to further enhance best quality of care.

AniCura has been focusing on wiser use of antimicrobials. Through measurements, feedback and discussions of the results.

The Study Result in Brief:

- Surgical prophylaxis was the most common indication for dogs receiving antibiotics (23%) followed by wound infection including abscesses (20%), gastro-intestinal disorders (10%), skin infections (dermatitis, furunculosis etc) (9%), and urinary tract infections (8%).
- The most used antimicrobial class was beta-lactam antibiotics (72%).
- Most dogs were treated empirically (69%), i.e. without any diagnostic aid such as bacteriology and/or cytology results, which is lower than last year of 72%.
- Duration of treatment varied from 1 to 125 days with a median of 7 days i.e. similar as last year's result.

Percentage of Dogs Receiving Systemic Antibiotics



AniCura has considerable responsibility since we treat more than 3.3 million patients annually. This study confirms that continuously focusing on wiser antimicrobial use, repeating measurements and sharing knowledge, are sustainable ways forward.

Jacques Bonin,
AniCura Group Chief Medical Officer



SUSTAINABLE WAYS OF CLEANING AND DISINFECTING

Infection prevention and control play a major role in the safety of patients and Associates. In addition to hand hygiene, clean surfaces are essential to prevent indirect transmission of infectious agents. For cleaning and disinfection of surfaces, AniCura should choose products carefully as they must be effective but also have minimum impact on our environment.

133 clinics from 12 countries participated in the QualiCura Q2-Q3 Survey on cleaning & disinfection. The results showed that 43% of participating

clinics use detergents to clean floors and 29% use detergents to clean other surfaces. However, cleaning products can cause long-term lung damage, comparable to smoking 20 packages of cigarettes per year*. For disinfection, 20% of the clinics use products containing quaternary ammonium chlorides (QUAT).

AniCura is committed to moving to detergent-free cleaning and the phasing out of QUAT and hypochlorite as they are hazardous to both Associates and the environment.



The Sustainable Way Forward is to:

- Implement cleaning with water only and microfiber from AniCura's preferred partner. This material has proven cleaning efficacy. It is produced in Europe and has class A level of microplastics emission, i.e. lowest possible level, and lasts for more than 500 washes. Also, less waste will be produced when using reusable cleaning materials.
- Disinfection should be done with environmentally friendly substances that are proven to be effective, see below.

ENVIRONMENTALLY FRIENDLY DISINFECTANTS

- Alcohol (ethanol or propanol)
- Oxidizing agents - high-level disinfectant
- Chlorine dioxide (0.02%) - high-level disinfectant

ANICURA FRANCE INTRODUCED SUSTAINABILITY AWARDS

To generate new ideas around sustainability, AniCura France has challenged clinics by creating an AniCura Sustainability Award.

The award concept was for each clinic to voluntarily choose one sustainability project to represent the clinic. Projects were described to all French Associates. Each clinic could vote on the project they preferred. All ideas were gathered and shared between clinics.

As a result, participating clinics contributed to a better world for pets and humans.

4 clinics took part in the first edition, but every French clinic voted. The award thus successfully created engagement on a crucial topic for French Associates.

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The aim of this project was to support clinics to better communicate on sustainability, generate new ideas, share best practices between clinics and reinforce team cohesion.

Ludovic Talon,
AniCura Marketing Manager, France



AND THE WINNER IS...

The first award was given to AniCura Aquivet France. Nathaniel Harran is a veterinarian working in this clinic and is in charge of this project. He says: "We are very proud that our hospital received this award!"

"AniCura Aquivet has been engaged in sustainability for many months.

"Recently, we have started to

consider how we could reuse the hair of cats and dogs.

"The project we support aims to create a network for recovering hair from dogs and cats in the area of Bordeaux, including veterinary clinics and groomers. Instead of throwing the hair away, it is now collected.

"We have learnt that an association called Octopus is interested in

hair to manufacture hair mats. Hair in these hair mats captures hydrocarbons in seas and rivers and thus cleans up the planet.

"By supporting Octopus, we contribute to improving the environment.

"We would now love to onboard as many AniCura clinics in France as possible on this project so we all act locally, together."

* Svanes Ø, Bertelsen RJ, Lygre SHL et al. Cleaning at Home and at Work in Relation to Lung Function Decline and Airway Obstruction. Am J Respir Crit Care Med. 2018 May 1;197(9):1157-1163.

AniCura Stroowaert Leads SUSTAINABILITY

When Anton Fennema, practice manager at AniCura Stroowaert in the Netherlands, built the clinic, he aimed for sustainable solutions like low energy consumption, sorting of waste, wiser use of antibiotics and a natural preserved meadow area on the premises.

Anton Fennema shares his strategy for achieving a sustainable clinic:

"AniCura Stroowaert received a sustainability award for its environmental efforts. We just celebrated 10 years, but our story starts long ago. When I built that hospital, I asked for advice from an expert in energy saving which prompted us to invest in:

- 150 solar panels on our roof
- ventilation that saves energy by warming the air that comes in with the air that goes out.
- good isolation.

"In front of our clinic, we decided not to make a garden. We left it as it was, with grass and flowers just growing wild. Twice a year we mow the meadow and we remove the biomass so the biodiversity will be enhanced by impoverishment of the soil. In addition, we have a nesting box for the common kestrel.

"When we talk about investments for our practice, sustainability is always a topic. Next year we hope to replace all our lights with LED units. The journey never ends!"

In our daily work we try to keep our footprint as low as possible. For example:

- Sorting our waste at source to facilitate recycling. Even packages with both plastic and paper such as disposable syringes and needles are sorted. Hence, both plastic and paper can be recycled. Paper goes to the local soccer club to support them because they get money for it.
- We specifically choose materials which can be recycled. We now have plastic covers for our surgical patients and not covers containing polyvinyl chlorid (PCV).
- We try to use fewer antibiotics and pharmaceuticals if whenever possible.



RECYCLING IS THE RIGHT THING TO DO

AniCura Updates Code of Conduct for Suppliers

The AniCura Code of Conduct was added to AniCura's procurement platform in 2021. Suppliers are obligated to consent to this code. This is one example of how AniCura openly shares its values and principles, as well as ethical and environmental standards.

AniCura must take its responsibility for minimizing its environmental footprint. Through our scale and position in the supply chain, procurement is a key force in achieving this goal. One of our key focal areas is to work towards a more condensed and efficient base of high-quality suppliers that explicitly share the AniCura values and principles. That's why this digital initiative is definitely a priority for us.

Azita Shariati, AniCura Group CEO



“ More than 1,000 wild animals in Catalonia are treated every year at AniCura Mediterrani.

MORE EFFICIENT LIGHTING IN ANICURA ITALY

Replacement of lights with low-energy units and replacement of old heating and cooling systems, reduced energy cost, improved indoor environment and smaller greenhouse gas emission footprint.

The main advance has been put in place in AniCura Istituto Veterinario di Novara: a real energy transformation. The entire lighting system has been transformed from neon to led with 200 lamps replaced with 350 LED lamps. Energy consumption has been reduced by over 50% and the work environment has improved for our Associates due to better lighting 24 hours per day. Moreover, there will be no need for at least the next 5 years to replace the lamps because this is how long they are guaranteed

to operate. This also means a huge reduction in waste since previous lamps were often out of order and needed frequent replacement. Furthermore, the heating and air conditioning system will be converted from GPL to solar energy so pollution will no longer be a concern; this will happen before the end of the year. AniCura Malpensa is now fully equipped with a modern heating and cooling system, insulated for better efficiency as well as LED lights throughout the clinic.

“ This also means a huge reduction in waste since previous lamps were often out of order and needed frequent replacement.



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Together, we aim to combine our scientific knowledge, experience and scale to advance the veterinary profession through care for people, pets and the planet.

THE FAMILY OF MARS VETERINARY HEALTH

In 2018, AniCura joined the Mars Veterinary Health family of global veterinary clinics and diagnostics labs. Together, we aim to combine our scientific knowledge, experience and scale to advance the veterinary profession through care for people, pets and the planet.

Through our collective network of 2,500 veterinary clinics, hospitals, and diagnostic labs across 21 countries, we can provide the highest standards in pet care. We are more than 70,000 Mars Veterinary Health Associates working towards our collective Purpose: *A BETTER WORLD FOR PETS.*



TOGETHER WE CAN DO IT.
A BETTER WORLD FOR PETS!

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As the largest veterinary health provider in the world, Mars Veterinary Health has a responsibility and opportunity to lead the way toward more sustainable pet care. Our mission is to advance the veterinary profession through care for people, pets and the planet. To solve the complex and urgent sustainability challenges we face today such as climate change, waste and mental health, we will need collaboration from across the Mars Veterinary Health businesses and beyond, including the entire pet care ecosystem.

MARGO MOSHER
GLOBAL DIRECTOR OF SUSTAINABILITY, MARS VETERINARY HEALTH

People, Pets & Planet

- Mars Veterinary Health's Sustainability Approach

Mars Veterinary Health seeks to combine our scientific knowledge, experience, and scale to advance the veterinary profession through care for people, pets and the planet. As part of the Mars Sustainable in a Generation Plan, we're integrating sustainability into the heart of our business and driving sustainable practices to improve our impact across Mars Veterinary Health.

Our ambition is to find new and better ways to meaningfully improve the lives of people who are dedicated to pets, expand preventive care and access to our veterinary services, and reduce our environmental impact in line with what science says is needed to help keep the planet healthy. While the veterinary industry brings many positive benefits to society by helping keep our pets healthy and happy, it also brings environmental and social impacts that we have a responsibility to limit. For example, single-use medical supplies and packaging can create significant waste in pet hospitals and greenhouse gas emissions from hospital electricity, anesthesia and transportation contribute to climate change. Further, the overuse of antibiotics contributes to antimicrobial resistance that negatively impacts both pets and humans. When it comes to the sustainability of the veterinary profession, we also see challenges

“The ambition is to be a driving force in developing veterinary care on a global scale”



Margo Mosher
Global Director of Sustainability, Mars Veterinary Health

for veterinary professionals themselves in prioritizing health and wellbeing and fostering equal, inclusive and diverse workplaces.

Mars Veterinary Health is investing in these impact areas and is taking a business-wide approach to sustainability at AniCura. AniCura's efforts in sustainability, such as the work to protect the efficacy of antimicrobials and reduce waste through chemical-free cleaning, are great examples of taking action on our sustainability ambitions.

To solve the complex and urgent sustainability challenges we face today, we will need collaboration and innovation. AniCura's work across sustainability issues is helping to guide the way forward and we commend them for their great work. We hope AniCura and Mars Veterinary Health's work in sustainability in the years ahead will provide a guiding light for the rest of the industry.



“To solve the complex and urgent sustainability challenges we face today, we will need collaboration and innovation.”



AniCura Spearheading Veterinary Science

Of the 22 research project applications in 2021, 11 have been evaluated further and the decision for funding from AniCura Research is still pending.

Historically, AniCura's Scientific Council evaluated all applications independently and allocated funds to projects with high scientific standards and potential for being published in international peer-reviewed scientific journals. Now, the review process has been extended to also include a Mars Veterinary Health review board with the

objective to identify areas of improvement and readjustment on study design, statistics, and ethics.

Of all the research projects that have been funded over the years, more than 25% were published in peer-reviewed journals. The goal is to increase the ratio of published projects to a minimum of 50% within the next years.

Research on How to Relieve Pain in Dogs

Pododermatitis or podofurunkulosis (PD/PF) in dogs is a painful inflammatory paw condition. Maren Dölle, European Specialist in Veterinary Dermatology, Detlef Apelt, veterinarian at AniCura Tierärztliche Spezialisten Hamburg, received funding from the AniCura Research Fund for their project on Pododermatitis or Podofurunkulosis.

In the AniCura Tierärztliche Spezialisten Hamburg referral clinic for dermatology, patients with the above-mentioned disease are common. The project managers, Maren and Detlef, share their experiences from the project:

Why did you want to do this research and what was your hypothesis?

- We hypothesized that paw pressure distribution of fore- or hindlimbs will normalize in dogs with PD/PF after removing the diseased skin by utilizing a novel laser

The main goal is to relieve pain in chronic cases

surgery technique. The main goal is to relieve pain in chronic cases where conservative treatment is no longer effective and quantify the outcome and efficacy of our surgical technique.



Maren Dölle, European Specialist in Veterinary Dermatology and practice manager, AniCura Hamburg, Germany.

How is the project advancing, any results you can share and have you reached any conclusions?

-We established a model for repeated measurement of paw pressure by using digital and metacarpal or metatarsal pads. So far, the pressure mapping data outlines an asymmetry in weight-bearing between the affected and the healthy leg. Pressure distribution of the diseased paw shows a shift away from the painful site, for instance, from medial to the paw's lateral compartment.



Detlef Apelt, veterinarian, AniCura Hamburg, Germany.

How will the results impact patients?

Pressure mapping of the paw will help us diagnose and monitor patients with sore paw conditions that require treatment. Patients receiving medical or surgical treatment can be objectively monitored for clinical improvement. Our new surgery-technique will hopefully bring a long-term cure for PD/PF affected patients, with improved wellbeing.

What has it meant for you and the project to be granted money by the AniCura Research Fund?

Getting selected and receiving a grant for our clinical project is a great honour and gives our team the opportunity to progress in our treatment options and improve our knowledge. Publishing our findings and results will help other clinicians to participate from our experiences and contribute to better treatment options for future patients.

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Publishing our findings and results will help other clinicians to benefit from our experiences.



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Developing our mutual ecosystem together, AniCura couldn't be more excited about the upcoming decade.

Azita Shariati, Group CEO, AniCura

