



Quality &

SUSTAINABILITY REPORT 2020

COVID-19
affects us all

Focus
on people

CREATING AND SHARING
BEST PRACTICES





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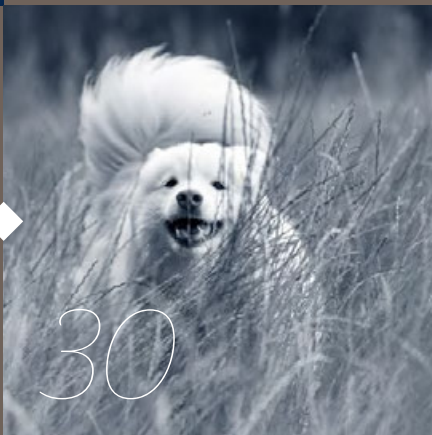


PROFESSIONAL DEVELOPMENT AND SPECIALISATION

A robust infrastructure across continuous competence development is key for future success.

ANICURA'S ANTIBIOTIC GUIDELINES

Guidelines for the most common indications of systemic antibiotic use will reduce unnecessary usage.



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MONITORING SURGICAL SITE INFECTIONS

Surgical site infection can be prevented to a large extent if the right protective measures are in place.

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ENABLING GOOD INCIDENT HANDLING

A system for reporting incidents enables improvements, learnings and preventive actions.

REALISTIC DIAGNOSTIC MEDICINE

An online AniCura Laboratory toolbox helps clinics to improve the quality of laboratory work.

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*"AniCura's impact on our industry
is significant, as is our responsibility.
We make a better world for pets, by shaping
the future of veterinary care, together"*

AZITA SHARIATI, GROUP CEO, ANICURA

Staying strong in the crisis

AniCura continues to stand strong and grow rapidly as a leading provider of modern, high-quality veterinary care for pets. COVID-19 had an unprecedented effect on society and businesses, but we rose to the challenge in all of AniCura's markets. Above all, we never deviated from AniCura's natural DNA - sustainable operations, high quality and wellbeing for pets.

As of December 2020, AniCura is present at 350 European locations in 13 countries and we attend to three million companion animal patients per year. Our impact on the veterinary care industry is significant, as is our responsibility in shaping the future.

HIGH MEDICAL QUALITY

Health and wellbeing for our associates have been a high priority for us. During 2020, all AniCura's hospitals and clinics have been open. We have continued to operate with the highest safety standards during the pandemic.

"Operating with the highest safety standards during the pandemic"

Our industry impacts animals, people and the environment. We must therefore strive for a more sustainable way of working, inspired by the guiding principles of the United Nations Global Compact*.

In a five-year period, the use of antibiotics at AniCura's veterinary hospitals and clinics in Europe has declined with almost 50%. By intensifying our actions, AniCura is confident to reach its goal of 5% antibiotic use in 2030. This is also well aligned with the strategy set by AniCura's parent company, Mars Veterinary Health.

OUR PEOPLE

Throughout the year, AniCura has continued to invest in more advanced medical equipment, facilities and in our associate's future development.

We started to take vital first steps to improve and harmonise our diversified infrastructure and systems, securing improved operational efficiency and services to pets and our partners.

Our new graduate programme provides mentorship, improved medical knowledge and safety for new veterinarians. We also launched Engage - AniCura's new leadership & business development program, an important step in maintaining a values-based company with great leaders.

Our key priorities have become the cornerstones in our new business strategy for the coming three years. AniCura's co-operation with Mars Veterinary Health has started to evolve, and we are developing new opportunities within the ecosystem. The ambition is to be a driving force in developing veterinary care on a global scale.

We will continue to make a better world for pets, by shaping the future of veterinary care, together.



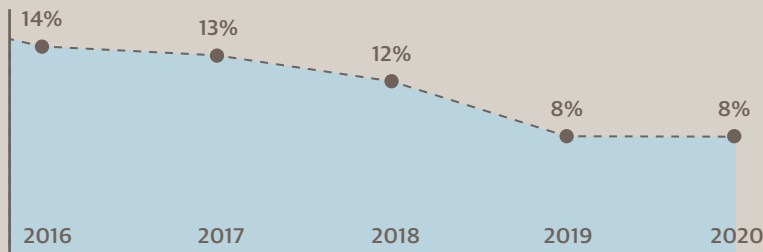
Azita Shariati

AZITA SHARIATI
Group CEO, AniCura

* <https://www.unglobalcompact.org/what-is-gc/mission/principles>

Highlights 2020

Four years with reduced use of antibiotics



40%

**MORE PETS
ON ANIPLAN**

1st

QUALICURA SURVEY
ON PROFESSIONAL
COMMUNICATION SKILLS

**DESPITE COVID-19, 500 ANICURIANS
ATTENDED** *ACE COURSES AND
DEVELOPMENT PROGRAMMES*

AniCura Medical Interest Group discussions on Yammer

Attract More than
8,000 VIEWS

93%
of 460 surveyed
AniCurians



**AniCura
veterinarians state
that communication
skills have strong
or very strong impact
on quality of care**

APSIS

-  **150 clinics are actively reporting incidents in APSIS**
-  **8/13 countries use APSIS**
-  **92% of incidents are preventable**
-  **40% result in patient harm**

***CHEMICAL
FREE
CLEANING***



INITIATED IN
AUSTRIA, GERMANY
& DENMARK

*ANICURA'S CONSULTATION
APP* **AVAILABLE IN ALL
SCANDINAVIAN COUNTRIES**

AniCura in brief

AniCura is a leading European provider of high-quality veterinary care for companion animals.

AniCura is a family of well-known animal hospitals and clinics specialised in veterinary care for companion animals. Born out of the idea that sharing resources creates opportunities for better veterinary care, the company was established in 2011 as the first merger of companion animal hospitals in the Nordic region.

Today, AniCura is a role model within specialised veterinary care and a valued partner for pet owners and referring veterinarians across Europe.

Since 2018, AniCura is part of Mars Veterinary Health, a family-owned company focused on veterinary care and pet nutrition. Mars Petcare's purpose is to create A BETTER WORLD FOR PETS.

WHAT WE DO

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.

AniCura provides modern, high-quality veterinary care for pets at 350

European locations and creates peace of mind for pet owners through excellent access and patient safety. Every year, AniCura's 7,500 passionate veterinary professionals attend to three million companion animal patients. AniCura is a trusted training and referral body.

HOW WE WORK

At AniCura, most decisions are taken locally, close to the patients and customers. On country and group level, functions within for example HR, IT, marketing, veterinary quality and administration provide support to clinics. Our vision, values and medical quality, program ensures a joint direction and structured quality development.

THE VALUE WE CREATE IN SOCIETY

Investments in improving medical quality and patient safety through education, research, equipment and premises are significant.

The company stands for a large part of the round-the-clock emergency care availability in Europe. Direct and indirect job creation in the veterinary industry and adjacent sectors form an important part of AniCura's value creation.

AniCura values

TOGETHER



RESPONSIBILITY & INITIATIVE



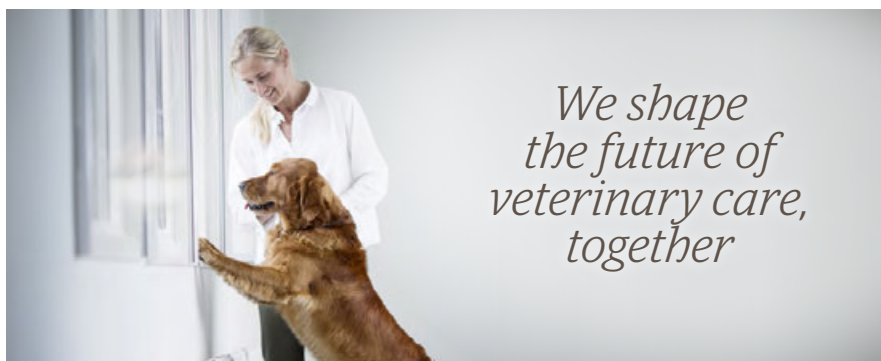
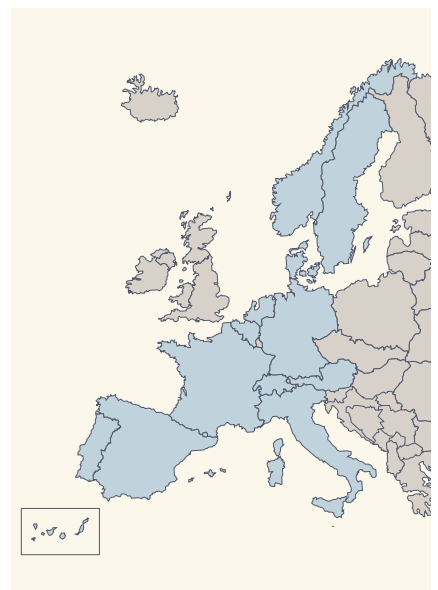
CARE & COMPASSION



EXPERTISE & DEVELOPMENT



HONEST & OPEN



*We shape
the future of
veterinary care,
together*

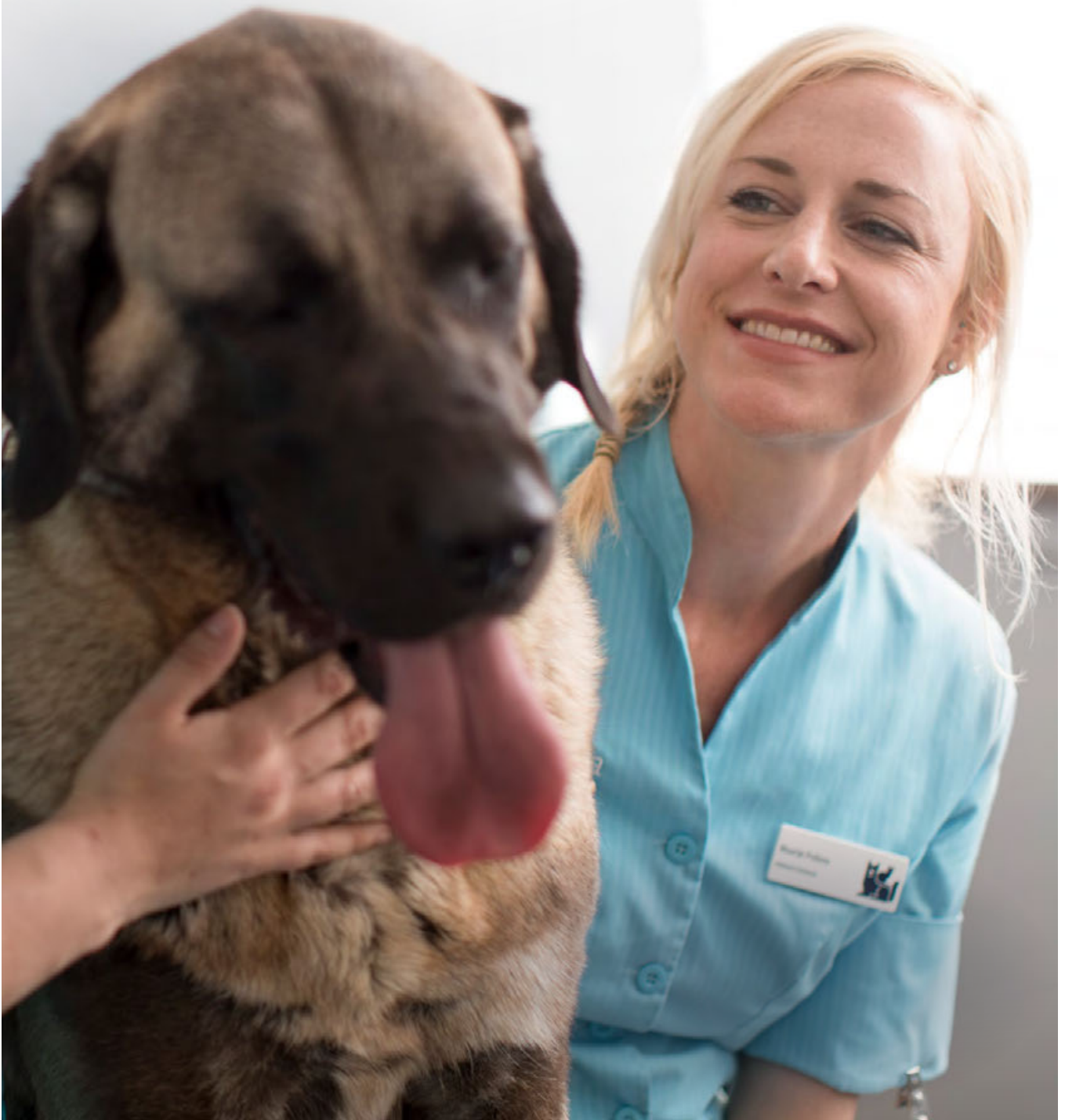
3 MILLION PATIENT VISITS

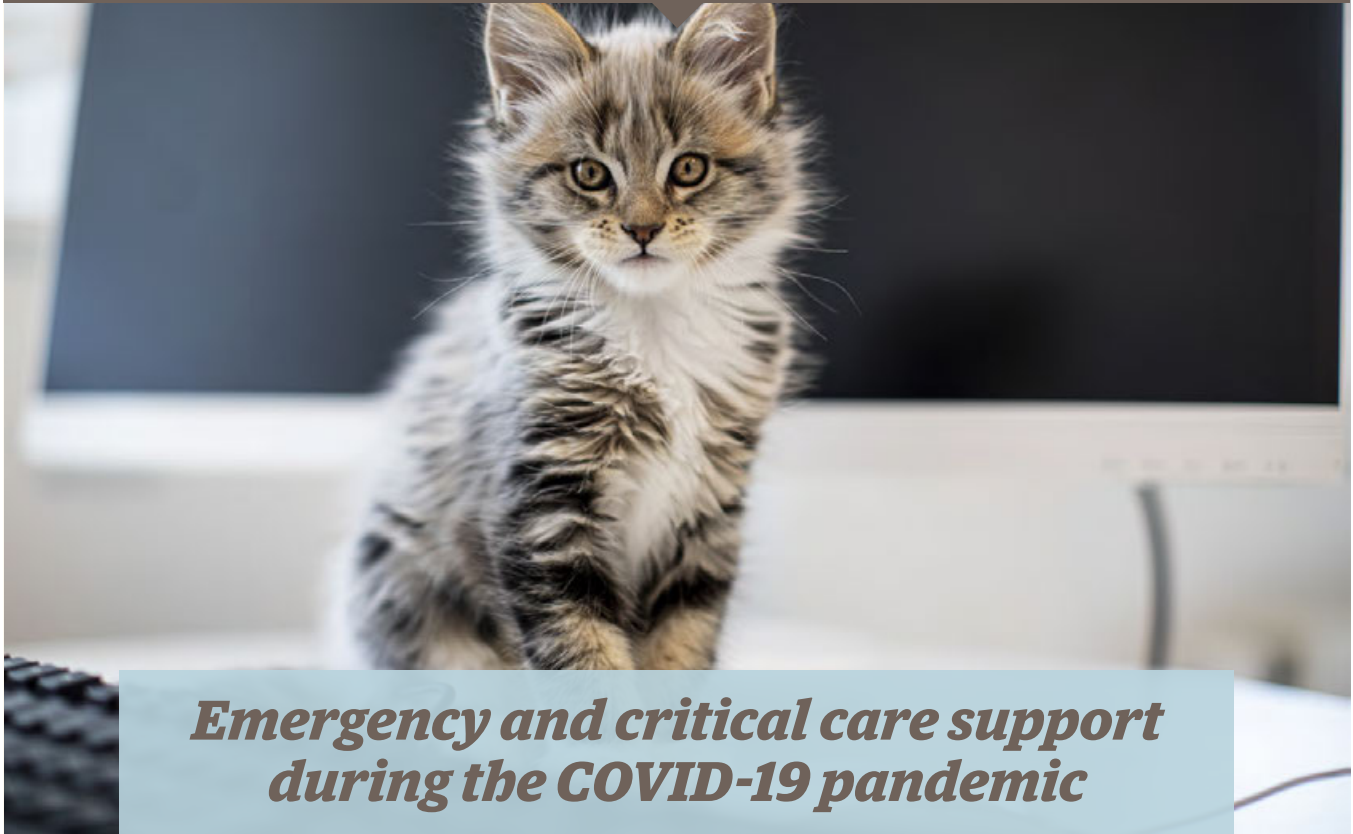
350 ANIMAL HOSPITALS
AND CLINICS

7,500 EMPLOYEES

2,800 VETERINARIANS

*AniCura is committed to
develop medical quality,
customer service and
work environment*





Emergency and critical care support during the COVID-19 pandemic

During the first initial phase of the COVID-19 pandemic, many hospital and clinics at AniCura had to re-focus and prioritise emergency cases. To support and provide up-to-date, easily accessible facts and guidelines, a team from across the

veterinary business units within Mars Veterinary Health developed clinical webinars and checklists. These were made available to all AniCura employees through the intranet and digital learning management platforms.

"Thank you for putting together such incredible resources"

Veterinarian working night shifts

Securing continuity and safety during COVID-19

In March, Mars Veterinary Health formed a Business Continuity Team, to keep track on the changing COVID-19 situation amongst countries and continents.

The purpose was to deliver the best possible care to the patients during these difficult times, but also to support our clinics in the best possible way.

It became clear early in the pandemic that recommendations and guidelines had to be adapted according to specific situations.

The Business Continuity Team's deliverables:

- Risk assessment
- Support in procurement of PPE
- Recommendations, and guidelines in the ways of working under COVID-19 restrictions

STRONGER together

Year 2020 has showed that strong company values are fundamental in a crisis.

AniCura's values course for employees was transformed to a digital format and also adapted to all relevant languages. Each one of AniCura's values TOGETHER, RESPONSIBILITY & INITIATIVE, CARE & COMPASSION, EXPERTISE & DEVELOPMENT and HONEST & OPEN proved especially

important this year and has certainly played a role in forming AniCura's corporate culture.

Early in the pandemic, employees were encouraged to work together and collaborate among clinics with hygiene issues as well as with colleagues when clinics suffered with significant sick leave.

To support the employees that needed to stay at home due to COVID-19 or suspected symptoms, a 100% illness compensation during the first two weeks of sick leave, was implemented.

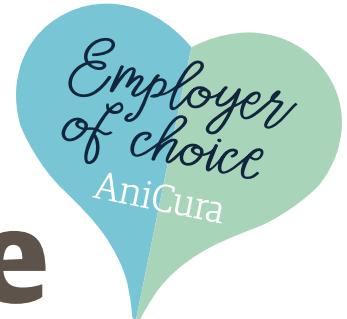
An extended period of care leave for caregivers was also implemented.

To manage any anxiety due to the situation, a phone services with psychological support was made available for employees.

These early actions helped relieve the initial stress for our employees in the beginning of the pandemic.

The collaborative spirit at AniCura was high throughout 2020. Standing stronger together resulted in innovative solutions and initiatives at AniCura's hospital and clinics across Europe.

Employer of Choice



Since 2015, AniCura has conducted an annual engagement survey.

Based on the result for each team, each manager at AniCura works with his or her team and creates an action plan for the coming year. The employee survey for 2020 shows high employee engagement across AniCura, high customer focus and strong willingness to help each other and cooperate. The survey also showed that teams that actively worked with their action plans from

the previous year, had a 50% higher engagement this year. 86% of the employees feel proud of working at AniCura. Our strong culture forms a core part of AniCura's identity as an employer.

AniCura's aim is to be the employer of choice in the veterinary care industry. AniCura will continue to build a strong sense of togetherness and invest in the company culture.

COVID-19 Initiatives



WEBINARS ON FACEBOOK

AniCura Djursjukhuset Albano arranged two live webinars on their Facebook page about dental care for dogs and cats. Over 300 pet owners attended during the livestream. The webinars have generated thousands of views afterwards.



OUTSIDE WAITING ROOMS

Several clinics created outside waiting rooms to enable social distancing.



DONATING VENTILATORS

AniCura Spain donated four ventilators to be used for human healthcare.



DIGITAL WEBINARS IN ITALY

AniCura Italy created webinars where senior veterinarians shared knowledge around emergency care to colleagues. 500 people attended in 17 lessons performed live. The sessions were recorded and can be viewed by all employees.



THANK YOU VIDEOS

AniCura DACH created a special "Thank you" video to all employees. The videos were also shared externally on social media. The video received lots of likes and love.

QualiCura



MEDICAL

quality at AniCura

**QualiCura
celebrates
5-years
anniversary**

AniCura established its medical quality development program – QualiCura – in 2015. The purpose of the program is to increase patient safety and to improve medical outcome.

Nine focus areas were identified as important to fulfil the program's dual purpose:

- Encouraging professional development and specialisation
- Creating and sharing medical best practices
- Improving professional communications 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

The work within each of these nine focus areas during 2020 is covered in this report.

FOCUS ON IMPLEMENTATION

QualiCura is focused on implementation and achieving actual change at AniCura's clinics. Several processes support the local implementation of quality improvements:

- **QualiCura visits:** The veterinary medical quality team perform quality-oriented visits to all new clinics joining AniCura. The purpose is to establish a relationship and understand clinic specific quality improvement plans and challenges. The team also re-visits clinics in need of additional support.
- **QualiCura studies:** Data-driven, quarterly surveys enabling unique comparison and knowledge transfer across clinics and countries.
- **Role models:** After each QualiCura study, "role model" clinics are identified to share clinically proven examples of improvements. Their work is presented under each focus area.

DEDICATED RESOURCES

To support clinics and drive positive change, AniCura has dedicated resources to develop veterinary medicine and quality.

- **Quality coordinators:** Each AniCura clinic appoints a "QualiCura coordinator" responsible for the clinic's quality improvement processes and communication. This person can also be the coordinator of infections prevention and control activities in the clinic.
- **AniCura's Scientific Council:** The council consists of merited veterinary researchers from AniCura and universities and allocates funds from AniCura's Research Fund.

*"Trainings in professional
communications skills are
valuable assets every day, in
every single consultation"*

STINA TØRVIK-PEDERSEN, A SMALL ANIMAL SPECIALIST IN BERGEN, NORWAY



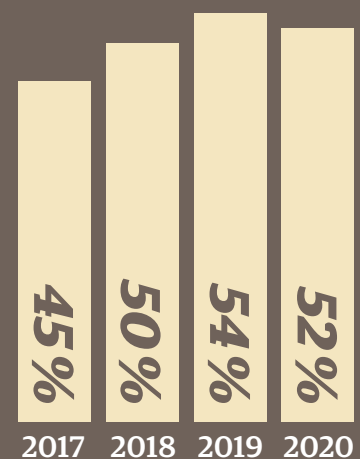


SECURING PROFESSIONAL COMPETENCE **for all medical situations**

Encouraging professional development and specialisation is a focus area to strengthening the quality of care at AniCura. Continuing education is equally important for all medical staff and the main driver of employee satisfaction. Building a robust infrastructure for competence development is the foundation for AniCura's long term success.

In 2020, 52% of AniCura's employees assessed their competence development, a slight decrease from 54% in 2019. These results are not satisfactory, as AniCura's ambition is that every employee should have regular discussions regarding professional development with his or her manager and a clear individual development plan.

*Percentage of employees
having regular discussions
about long-term
competence development*



Source: AniCura employee survey 2017 (1,800 participants), 2018 (2,511 participants), 2019 (3,375 participants) and 2020 (4,312 participants)



ENCOURAGING **highest medical standard of care**

Professional development and specialisation among veterinarians and nurses is important at AniCura.

AniCura's clinics are encouraged to become accredited teaching institutions for various national and international specialisation programmes. Currently one third of AniCura's clinics are accredited.

Specialists are important to secure

up to date and high quality veterinary care. At AniCura general practice specialisation is equally important as specialisation within focus areas like anaesthesia or dermatology.

Over 300 national and international veterinary specialists including 120 European and American board-certified specialists (Diplomates) are employed by AniCura.

ACE AniCura
Continuing
Education

AniCura Continuing Education (ACE), AniCura's concept for education and professional development includes courses and programmes and is open for all AniCura employees. ACE is also often open for external medical professionals.

During 2020, with infection prevention in mind, on-site courses in conference venues were not arranged. Instead, many other different formats were used, including online, hybrid and in-clinic education.

ANICURA GRADUATE PROGRAMME for veterinarians

The AniCura Graduate Programme, an immersive two year development programme, is offering a practical and comprehensive transition from university to rewarding work in practice.

AniCura is committed to give new veterinarians the best possible start in their professional careers - securing the transition from studies to work life. While working at AniCura and participating in the programme,

the participants will develop both medical and non-medical skills with practice based mentoring and support. The programme is offered in all 13 European countries that AniCura is present.



First experiences from the Graduate Programme



KIM DE ROOIJ,
PARTICIPANT IN
ANICURA GRADUATE
PROGRAMME 2020

Are you happy to be in the Graduate Programme?

My initial reaction was "what a great opportunity" I can't wish for a better start at the beginning of my career.

Any worries at first?

Will it work to participate in an international group? Will I be able to combine the programme with my work in the clinic?

The agreement with my mentor was clear and I was well informed by the Graduate Programme team on expectations which helped a lot.

First experiences?

The structure and format of the programme works very well for me. The interaction between European colleagues, sharing our experiences, concerns and cases, together with specialists is very supportive.

Can you recommend the programme to your colleagues?

Yes, I would recommend the Graduate Programme. It contributes to your personal development and helps you to build more self-confidence, which will enable you to work more independently going forward.

The programme also offers the opportunity to expand your communication skills, thereby reducing miscommunications with customers and colleagues to a minimum.

Should as many people as possible participate in the programme?

What about mentors?

Yes, especially a starting veterinarian that lack experience. My advice to clinics is to find a motivated mentor.

Mentors also receive coaching and specific mentor training, partly scheduled together with graduates. You are not alone as a mentor.

CREATING AND SHARING MEDICAL BEST PRACTICES

- improving patient safety

The ability to collaborate and share best practices between clinics was a key reason for AniCura's inception. The structure of AniCura Medical Interest Groups (MIGs) supports veterinary professionals, in different subjects, to exchange information and expand their network.

There are over twenty active MIGs open to all professionals in AniCura. Within the groups, clinical cases, best practices in diagnostics and treatment,

as well as new research are discussed and analysed. Digital meetings and journal clubs are other popular MIG activities.

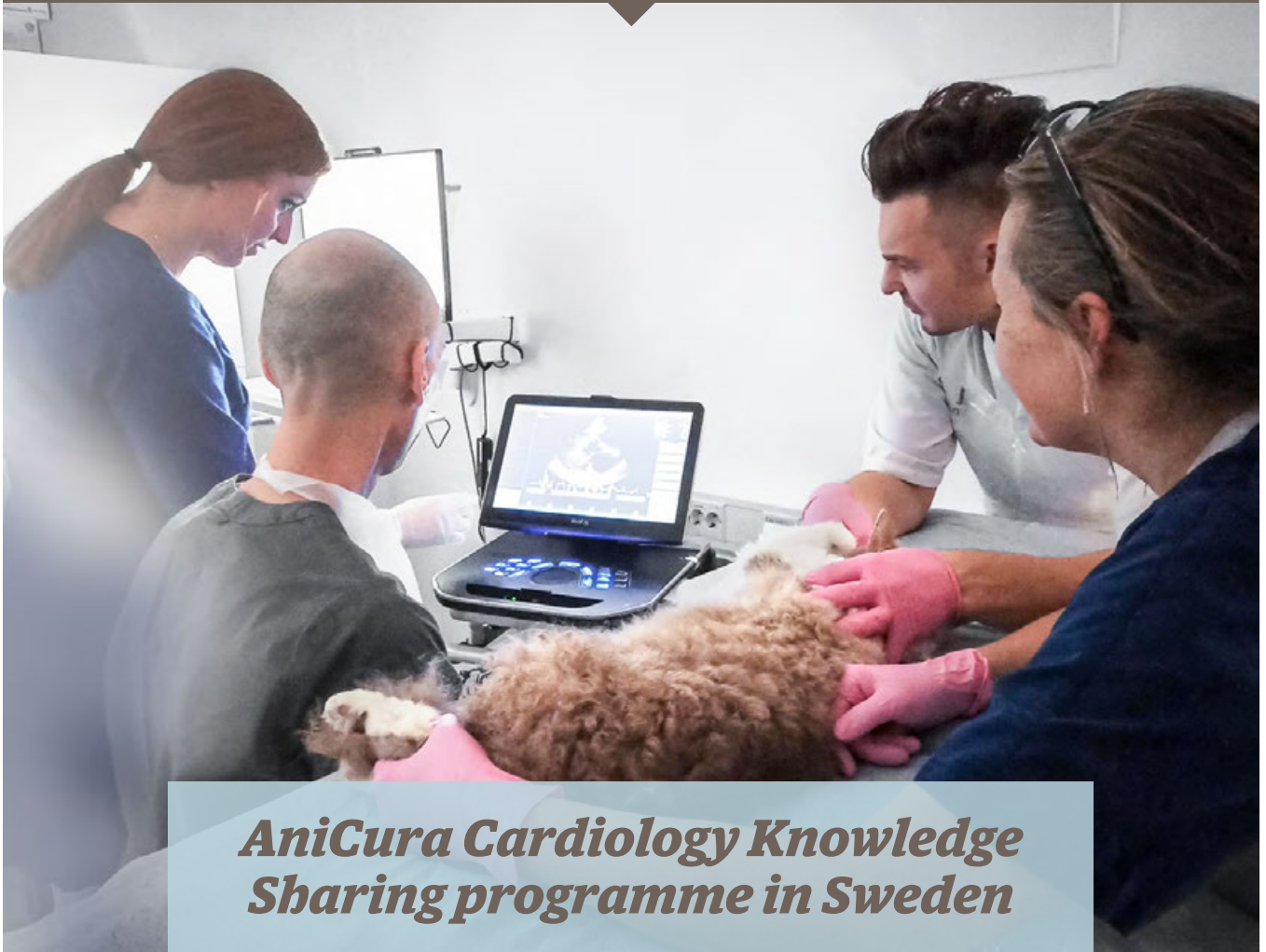
Each month approximately 200 employees are actively engaged in AniCura's MIGs. During the pandemic, a digital AniCura MIG Congress was arranged as a substitute for the planned live on-site Congress.

"The medical interest group supported me with very useful advice"

MIG Dentistry member

ANICURA MEDICAL INTEREST GROUPS

- Antibiotics and resistance
- Cardiology
- Dentistry
- Dermatology
- Diagnostic imaging
- Emergency and critical care
- Feline medicine
- Gastroenterology
- Infection prevention and control
- Internal medicine
- Laboratory medicine
- MIG Anaesthesia and analgesia
- Neurology
- Oncology
- Ophthalmology
- Physiotherapy and rehab
- Reproductive health
- Small mammals and exotics
- Surgery and orthopaedics
- Urology
- Wound treatment



AniCura Cardiology Knowledge Sharing programme in Sweden

Traditionally, continuing education in veterinary cardiology has been provided through courses, congresses, and in-clinic education. A combination of these modalities with a specialist providing immediate feedback and guidance in the clinical setting is ideal.



MARK DIRVEN IS A EUROPEAN SPECIALIST IN COMPANION ANIMAL CARDIOLOGY (DIPLOMATE ECVIM-CA CARDIOLOGY) BASED AT ANICURA DJURSJUKHUSET ALBANO, SWEDEN.

In 2019, AniCura Sweden and Mark Dirven, initiated the very first steps of a Cardiology Knowledge Sharing programme to further increase the quality of care for cardiology patients.















Based in the original initiative, AniCura Sweden launched a pilot programme, running over 2020.

The programme is intended for veterinarians eager to advance their knowledge, competence and confidence in managing cardiology cases.

The programme comprises three types of knowledge sharing:

- Onsite support of a specialist with patients: possibility of working with the specialist locally and with local patient cases.
- Long distance interactions with online educational materials, updates on cardiology news and group discussions.
- Group knowledge sharing: Collaborative group activities providing a "cardiology network" with easy access for support.

Creating and sharing medical best practices

 Keynote speak Keynote speak: How to reduce surgical site... Surveillance, antibiotics prophylaxis and hygiene are key factors	 Antibiotics Antimicrobial stewardship To treat or not to treat with antibiotics?	 Infection Prevention Control Infection prevention and control Crucial for both patient and employee safety	 Lab Progesterone analysed on Catalyst A promising analyte - is it as good as claimed and how do I know?
 Reproduction Caring for canine and feline mothers and babies Feline and canine reproduction - the Bagarmossen way	 Anesthesiology Anesthesia of the cardiac patient Pivotal points to managing anaesthesia of patients with cardiac problems	<i>"I really enjoyed the knowledge exchange with other colleagues, during lectures"</i>	
<i>"The best thing was to meet with colleagues in "my" medical interest group"</i>		 Feline To pee or not to pee - that's the question. Part 1 Cases from feline urologic medicine and surgery	 Feline To pee or not to pee - that's the question. Part 2 Cases from feline urologic medicine and surgery
		 Neurology Further neuro-specific diagnostic procedures Introduction to clinically relevant diagnostic procedures in neurology	 Neurology Further neuro-specific diagnostic procedures Introduction to clinically relevant diagnostic procedures in neurology
 Neurology Inflammatory CNS disease in dogs and cats Systematic approach to inflammatory CNS disease in dogs and cats	 Cardiology To treat or not to treat? Treatment and management of feline heart disease.	 Surgery & orthopaedics How to manage hip dysplasia in my practice - are we in a rush?	 Surgery & orthopaedics Elbow dysplasia Diagnosis and treatment of developmental elbow disease

AniCura Medical Interest Group Congress 2020

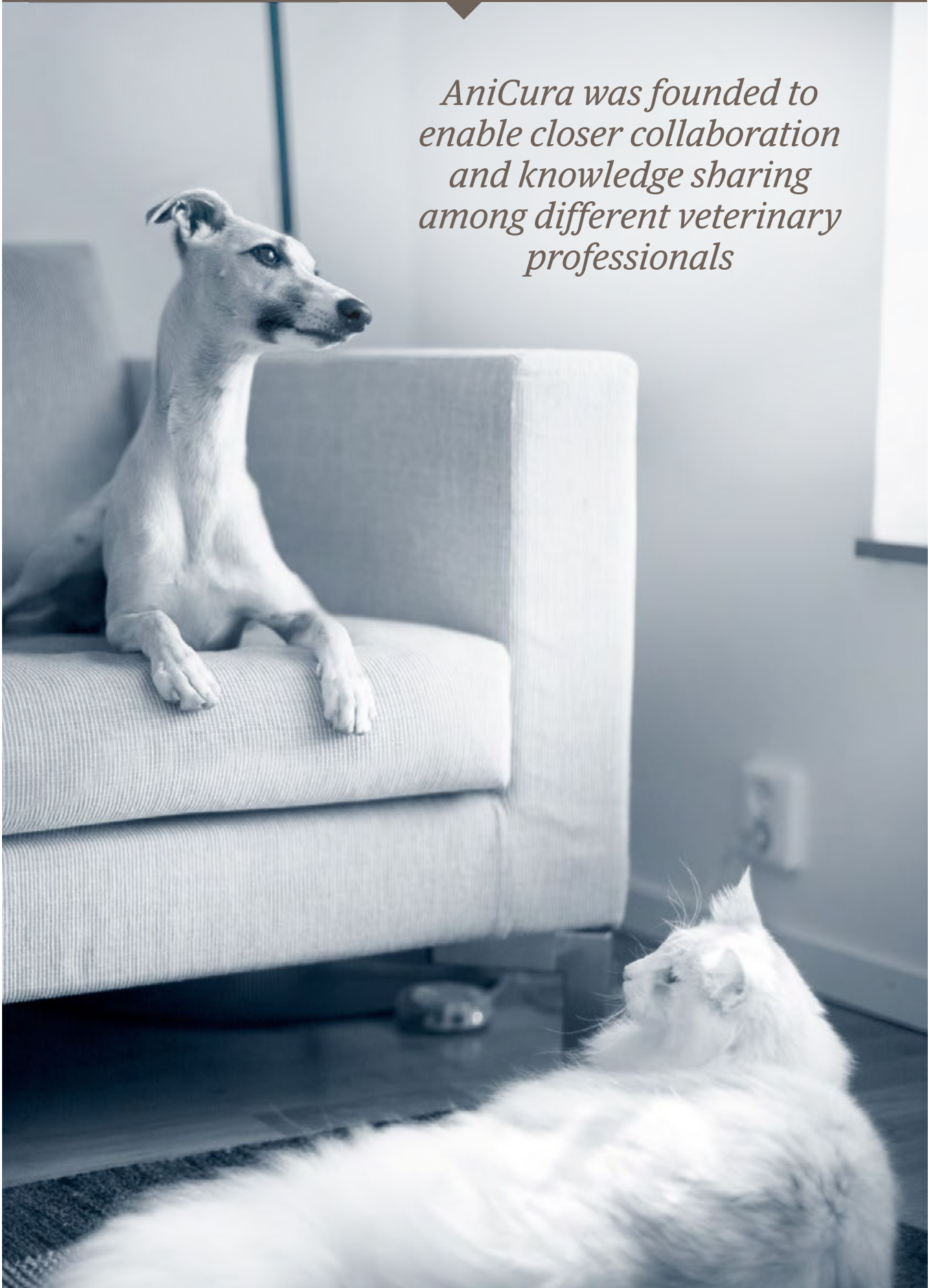
Fourteen speakers shared their expertise in recorded webinars available to all AniCura employees.

- Ten different medical interest groups were engaged in the webinar productions
- Most popular webinar was "Treatment of preclinical heart diseases"

- The second most popular was "To pee or not to pee - that's the question"
- More than 600 AniCura employees have logged in and taken part of the MIG Congress webinars

Creating and sharing medical best practices

*AniCura was founded to
enable closer collaboration
and knowledge sharing
among different veterinary
professionals*



Improving professional communication skills



PROFESSIONAL communication skills

Improving professional communication skills enable employees to communicate with a higher level of accuracy, efficiency, and supportiveness, and thereby improve the medical outcome of the patients.

“Clinical communication” means communication in the context of treating patients. The medical result often relies on the owner’s adherence to treatment at home, which depends on the customers trust in the care provider, and the relationship forged during the consultation.

FIRST QUALICURA SURVEY ON PROFESSIONAL COMMUNICATION

The aim of this survey was to find out how our employees value communication skills in a clinical context. 123 practice managers, 460 veterinarians and 505 receptionists submitted their views.

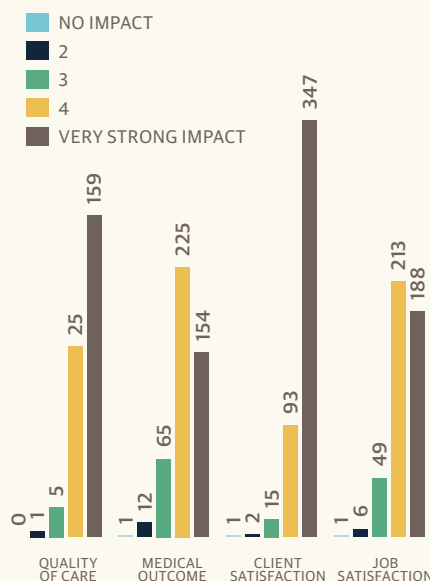
MANAGING EXPECTATIONS

By investigating additional issues or concerns, veterinarian can develop a prioritized plan, clarify expectations, provide structure, and time control. The customer interaction is also more positive as a result of improved communication.

THE SURVEY SHOWED THAT:

- From 2,385 customers, there were 2,914 issues listed.
- After probing for additional issues, 1,671 more were identified. 46% of these added additional work at the time of consultation and only 31% rendered in a new appointment.

The impact of communication skills



RESULTS IN BRIEF:

- 51% of the veterinarians answered “yes” to the question about having attended a communication course in the past, and 30% had attended a course for 1-2 days or more
- >82% of the veterinarians stated that communication skills have “very strong” or “strong” impact on all four parameters:
 - Quality of Care
 - Medical outcome
 - Client satisfaction
 - Job satisfaction
- 70% of the veterinarians have never been given a proper training (> 1 d course) in communication as a clinical skill



Clinic example



STINA TØRVIK-PEDERSEN,
A SMALL ANIMAL
SPECIALIST IN BERGEN,
NORWAY

Our work with clinical communication skills should lead to long-lasting changes in the way we work. Veterinarian Stina Tørvik-Pedersen, a small animal specialist in Bergen, Norway, participated in one of our first courses.

Stina, what did you think about clinical communication skills prior to your course?

– At first I thought it was a bit unnecessary. I already considered myself really good at talking with clients.

And in hindsight?

– It was the best and most useful course I have ever attended, especially in regards of how often I use these skills: every day, in every single consultation.


What has been most useful?

– I realized that insufficient cost communication made me want to reduce expenses for the client. Another topic was the client's perspective. I have found it highly rewarding and it often gives me valuable information. I still have things to improve, like giving clients bad news.

Do you have an example of a situation where the skills have improved your outcome?

– Due to lack of communication I did not give a dog the proper rabies revaccination before the clients went on a trip to Denmark. I had clearly made a mistake. I rehearsed the method from our course and the outcome was much better than I could expect. The clients stayed with me and it also helped me not to dwell too much on my mistake.



A laboratory setting with a microscope, pipettes, and test tubes. The background is a bright, clean lab environment. In the foreground, there are several white pipettes with colored caps (yellow, blue, green) and a rack of test tubes. A hand is visible on the left, holding a small petri dish. The text is centered in the upper half of the image.

*Our ambition is to be the
most attractive employer and
drive positive change for
veterinary care across Europe*

DEVELOPING an online AniCura Laboratory toolbox

The laboratory is essential in veterinary diagnostics. Therefore AniCura is currently developing an online laboratory toolbox. The aim of the toolbox is to help clinics harness their local potential and improve the quality of their laboratory work.

The toolbox will be centered around a workshop called "Boost your lab". The aim of the workshop is to guide the clinic through the entire process and help identify the most important areas of improvement in the laboratory.

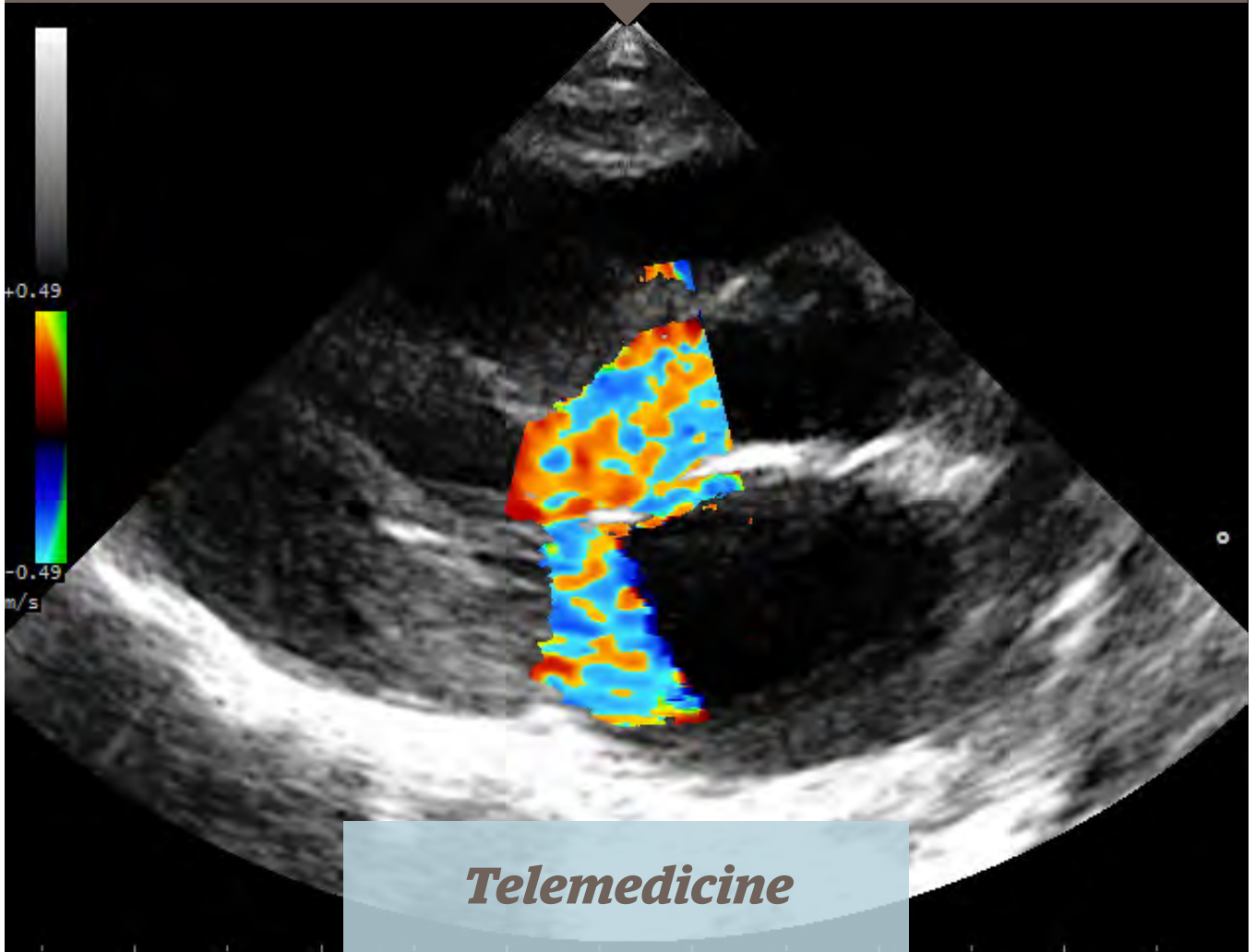
The outcome of the workshops will typically be two-three specific actions. To further support the clinic, AniCura's continuous improvement team, WoW, will help and create a realistic implementation plan.

To support the outcome of the workshops, AniCura is currently developing and testing materials and courses.

FOR EXAMPLE:

- Guidelines for monitoring chronic diseases
- How to interpret specific results like e.g. electrolytes
- How to perform quality control
- How to reduce errors in the lab
- Customer communication materials

Providing reliable diagnostic medicine



Telemedicine

Telemedicine is a modern evolution in human healthcare and it will likely have a similar impact in veterinary medicine. Telemedicine is a part of the veterinarians toolbox which can improve the quality and accessibility of veterinary care throughout countries.



ERIC ZINI PROF. DR., DIPL. ECVIM-CA (INTERNAL MEDICINE) IS A PRACTICE MANAGER AND RESPONSIBLE FOR TELEMEDICINE AT ANICURA.

What is Telemedicine?

Telemedicine is a consultation service offered to veterinarians taking care of companion animals living far away from referral centers. Telemedicine offers the possibility to receive a useful diagnostic aid and in help treating pets.

Which Specialties?

Specialists of European or American Colleges in Cardiology, Dentistry, Dermatology, Diagnostic Imaging, Internal Medicine, Neurology, Nutrition, Oncology, Reproduction and Surgery are ready to suggest the most appropriate diagnostic and therapeutic approach, for each single case.

Why Telemedicine?

Long distances may preclude practitioners from referring clinical cases. Telemedicine allows veterinarians to receive assistance wherever they need it and when they need it. Also, strong collaborations are formed between specialists and veterinarians through telemedicine.

Do I learn from Telemedicine?

In video-consultations, continuing education is offered to gain the most updated scientific information regarding pet diseases. The mix of case-solving and teaching expertise of each specialist allows the veterinarians to learn, in a friendly atmosphere.

Conclusion

Telemedicine is a fairly new concept in veterinary medicine but it is expected to develop fast. Telemedicine provides high-quality pet health care from a distance and makes the world smaller.

MONITORING surgical site infections

Surgical site infection (SSI) is a patient safety event that cause unnecessary harm and suffering for the animal, increased treatment costs and emotional strain on the pet owner. Additionally, SSI is a healthcare associated infection that is to a large extent preventable if the right protective measures are undertaken.

"Without knowing your SSI rate, you will not know if you are improving or not"

The first step to be able to reduce the SSI rate in the clinic is to start monitoring them and finding out how many SSIs (%) you have. Without knowing the SSI rate, the clinic will not know if they are improving or not. Scientific research shows that this must be done actively. If you only rely on that the owner comes back if there are issues, there are studies from human medicine showing that you miss more than 30% of your SSIs.

Active surveillance is also directly associated with monitoring your in-house bacterial flora and controlling the risk of outbreaks of antimicrobial resistant pathogens. For these reasons, and for targeting our surgical antibiotic prophylaxis, it is important to sample all SSIs for bacteriology analyses and to register the results. Of course, this does not imply that the patient needs antibiotic treatment.

This is the reasons why AniCura for the fourth time performed a study on SSI. In total 115 AniCura clinics and hospitals from nine different countries participated and 2,197 dogs were examined for SSIs after surgery. 4% of the dogs

developed an SSI within 30 days after surgery. Country specific data and use of surgical antibiotic prophylaxis (SAP) is shown in Figure 1. In conclusion,

the countries SSI rates do not vary much, but the use of surgical antibiotic prophylaxis (SAP) differs greatly.

Average results per country as percentage of surgical site infections (SSI) and use surgical antibiotic prophylaxis (SAP)

	SHARE OF PATIENTS WITH SSI (%)	SHARE OF PATIENTS RECEIVING SAP (%)
SWEDEN	3.4	16
DENMARK	4.4	40
ANICURA GROUP	4.4	44
THE NETHERLANDS	4.7	40
GERMANY, AUSTRIA & SWITZERLAND	4.8	60
NORWAY	5.6	26

Source: QualiCura Q1 survey 2020. France, Spain, and Italy are excluded due to few participating clinics.

THE STUDY IN BRIEF:

- Surgical site infections at AniCura clinics decreased from 5.5% in 2018 to 4.4% in 2020.
- Too many patients undergoing clean surgery received antibiotic prophylaxis (44%).
- 58% of patients received antibiotics at the correct time (60 minutes before incision) and with correct length that is only first 24 hours after surgery.
- 70% of the patients had a body temperature above 37°C, which is similar to the 2018 survey results. Too low body temperature during surgery increases risk for complications afterwards.
- 41% of clinics use surgery safety checklist, which is a higher proportion compared to the 2018 results (33%). It is scientifically shown that the use of such a list reduces the risk of surgical complications.
- 95% of clinics use an anaesthetic protocol, which is a higher proportion compared to the 2018 results (83%).



Improvement report from AniCura Kleintierspezialisten Ravensburg



JUDITH WAGNER,
VETERINARIAN AT
ANICURA
KLEINTIERSPEZIALISTEN
RAVENSBURG

Once a year, data on surgical site infections are collected in the QualiCura survey. As a result of the outcome, the daily practice in our clinic has changed.

The QualiCura surveys have played a big role in bringing management of body temperature and perioperative use of antibiotics to the attention of the whole team.

CHANGE OF USE OF PERIOPERATIVE ANTIBIOTICS

Today, we must report why antibiotics are desirable and why we justify the use. Previously we had to report why perioperative antibiotics were NOT used.

A SMALL CHANGE WITH A BIG IMPACT

Thereby, we have gradually omitted the peri- and postoperative antibiotics in various types of surgeries. Additionally we have adjusted the intervals of check-ups of surgical sites after surgery. We have learned that in many procedures an antibiotic has no effect on the development of surgical site infection.

TO KEEP THE PATIENT WARM

We have improved managing the body temperature of our surgery patients. By discussing the survey result in the team and explaining why and how to keep a patient warm during the surgical preparation phase and during surgery, we have improved our procedures.

For me, a decisive factor for continuous improvement is the annual repetition of the study. This encourages people to assess perioperative management once a year and prevents them from falling back into old behavior. It also allows us to change a small part every year for the benefit of our patients.

Ensuring wiser antimicrobial use

*AniCura's use of
antibiotics has declined
by almost 50 percent*

WISER antimicrobial use

AniCura's clinics have reduced unnecessary use of antibiotics for four consecutive years.

Unnecessary use of antibiotics accelerates the spread of resistant bacteria which is one of the biggest global threats against human and animal health. With three million patient visits every year, AniCura can have significant impact on the use of antibiotics in companion animal care.

THE FIFTH ANTIBIOTIC STUDY

For the fifth year in a row, AniCura measured the use of systemic antibiotics among 23,308 dogs at 165 clinics. Throughout a one week sampling period, clinics recorded what antimicrobial substances were used in dogs

With more than three million patients patient visits every year, AniCura can have significant impact on the use of antibiotics

for systemic treatment or prophylaxis, and for which indication.

In total, 1,914 dogs received antibiotics during the measured week, which corresponds to 8%. The incidence of antibiotic use varied among clinics from treated, to 55% of the canine patients. In addition, the mean incidence per country differed from 3.4 to 14%.

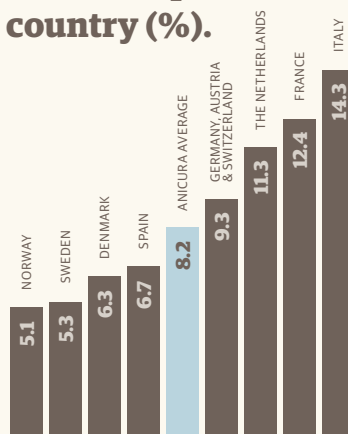
The significant country and clinic variations were addressed in the feedback to clinics. AniCura's goal for antibiotic use is for no more than 5% of AniCura's patients to receive antibiotics in 2030.

The results from this study are unique as authorities in Europe do not measure use of antibiotics for companion animals. This year's feedback to clinics was categorized according to the European Medicines Agency proposal (<https://www.ema.europa.eu/en/news/categorisation-antibiotics-used-animals-promotes-responsible-use-protect-public-animal-health>).

ANICURA'S ANTIBIOTIC GUIDELINES ARE RELEASED

In 2020, AniCura's strategic group for antibiotic use produced guidelines for our eight most common indications for systemic antibiotic use; surgical antibiotic prophylaxis, wound infections and abscesses, gastro-intestinal disorders, skin infections, urinary tract infections, dental procedures, and lower and upper respiratory diseases. This group was formed in 2019 and has representatives from several countries and work to accelerate AniCura's achievements to ensure wiser antimicrobial use.

Percentage of dogs receiving systemic antibiotics during one week per country (%).



Source: QualiCura Q4 survey 2020

THE STUDY IN BRIEF:

- More than 65% of clinics reduced antibiotics use. 18% clinics reduced use with more than 10%.
- Surgical prophylaxis was the most common indication for dogs receiving antibiotics (23%) followed by wound infections including abscesses (22%), skin infections (dermatitis, furunculosis etc) (12%), gastro-intestinal disorders (10%), and urinary tract infections (7%).
- The most commonly used antimicrobial class was beta-lactam antibiotics (72%).
- Most dogs were treated empirically (78%), i.e. without any diagnostic aid like bacteriology and/or cytology results.
- Duration of treatment varied from one to 90 days with a median of seven days which was similar to last year's result.

INFECTION PREVENTION and control

To ensure patient and employee safety, compliance with dress code and proper laundry handling are very important measures to prevent the spread of micro-organisms.

130 clinics from nine countries participated in the QualiCura survey and completed 1,293 real-time dress code observations. This was the first time real-time observations were conducted throughout AniCura.

Ten employees per clinic in patient-related work were observed according to the following five parameters:



DOES THE PERSON:

1. Wear short-sleeved upper-part?
2. Wear covered shoes that are only used inside the clinic?
3. Have long hair and/or beard put in a tail?
4. Have no nail polish/fake nails?
5. Have hands and wrists free from watches and jewelry?

The results showed that AniCura has >85% compliance to each of the five observed parameters. Full compliance to all parameters, were only observed in 22% of the observations.

PERCENTAGE OF PARTICIPATING CLINICS PER COUNTRY WHO WASH WORK WEAR AT HOME (%)



Spain, Portugal, Italy and France are not included, due to the low number of participating clinics. Their results indicates that washing at home also occurs in these countries.

Source: QualiCura Q2 survey 2020

GENERAL RESULTS IN BRIEF:

- 74% of the clinics have an infection control practitioner in the clinic, who coordinates the local infection control work.
- 83% of the clinics have documented infection control routines in place.
- 68% have written routines for how to handle and wash work wear.
- Almost 30%, have replied that they wash whole or part of the work wear at home, which is not recommended. To protect employees and avoid the spread of infection, no work wear should be washed at home. Washing at home occurs in all AniCura countries who participated in the survey, except for Sweden, and is most common in Denmark.
- 84% of clinics, employees change work wear daily or more often if soiled.

"AniCura guidelines for the infection prevention and control and instrument handling have helped me a lot"

ANTONIA BAUER, THE QUALITY MANAGEMENT
REPRESENTATIVE IN ANICURA AUSTRIA

Securing infection prevention and control in AniCura's clinics in Austria



ANTONIA BAUER,
THE QUALITY MANAGEMENT
REPRESENTATIVE IN
ANICURA AUSTRIA WORKING
ON SECURING INFECTION
PREVENTION AND CONTROL

Please, tell us how you work to secure infection prevention and control in the Austrian clinics.

I realized that infection prevention and control could be improved. I therefore initiated a project to optimize our hygiene work. Each clinic appointed a veterinarian and a veterinary nurse as hygiene officers. I regularly hold online training sessions with them and we talk about topics as instrument handling

or the results of the QualiCura surveys. These sessions also provide opportunities to exchange ideas, share experiences and discuss problems.

What are your best tips for succeeding in implementing new hygiene routines in the clinics?

The team in Austria is highly motivated and interested in learning more about the importance of hygiene. We have started to strengthen our knowledge and create awareness. It is helpful to record the actual situation in the clinic, to discuss the results in the team, but also to decide together what improvements we would like to achieve.

In addition, in collaboration with the largest supplier of disinfectants in Austrian AniCura clinics, we held a training course for the hygiene officers and we made hygiene plans for the clinics.

The QualiCura results, the infection prevention and control and the instrument handling guidelines have helped me a lot in supporting the clinics and provided them with reference material.

What are the biggest challenges with implementing the hygiene guidelines?

In a stressful working environment, it is a challenge to implement new guidelines for the whole team. Changes in daily routines require time and effort.

INCIDENT HANDLING TAKES TIME, but it is worth it!

Even with the best intentions in mind, a patient's outcome does not always turn out as desired or anticipated.

Incidents can happen and cause harm to our patients, owners and clinicians. By documenting and analysing incidents we reduce the risk of reoccurrence.

SYSTEM FOR REPORTING INCIDENTS

In 2018, the digital AniCura Patient Safety Improvement System (APSIS) was launched as a tool for enabling clinics to systematically document,

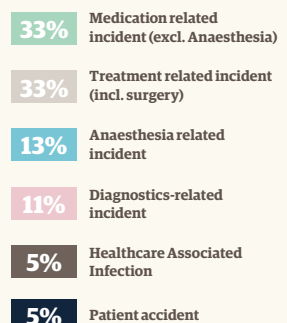
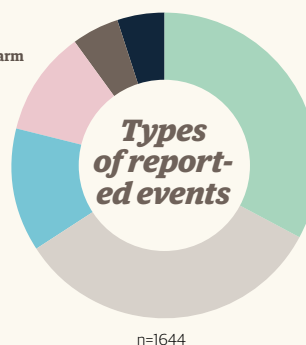
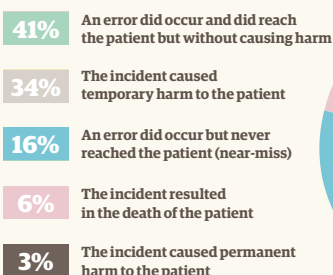
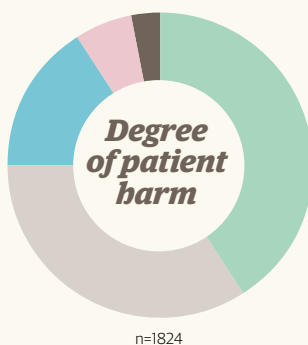
analyse and learn from medical incidents.

Malin Åberg, nurse and manager of the ward department at AniCura Regiondjursjukhuset Bagarmossen in Sweden says that "we see continuous improvements to patient safety as we are able to capture and reflect on things that happen in our work every day. It takes time but, it is worth it".

SHARING THE BENEFITS

In 2020, 92% of the incidents were determined preventable. In APSIS, clinics can plan and track corrective and preventive actions. Learnings are continuously shared within AniCura.

AniCura Patient Safety Improvement System



Note: These numbers are based on data collected in the APSIS system by self-driven reporting.



Case: *CORRECT COMMUNICATION IS KEY*


THE INCIDENT

A nine-month-old cat was admitted to the emergency clinic due to vomiting. After initial IV fluids treatment the cat was sent home on oral medication with

pain killers and sucralfate. The venous catheter was, however, not removed before discharge. At home, the owner gave the sucralfate intravenously and as a result the cat died.

KEY LEARNINGS

- When a drug is sent home with a patient it is recommended to include information for which patient it is intended, what drug it is, which dose to give, which administration route to use and at what time it should be given.
- To visualise if a patient has an IV catheter in place use colour coding of the bandage. A pre-determined colour is used if the catheter is in place and once it is removed the bandage has another colour.
- When possible, special syringes for oral administration, that does not fit to IV catheters, should be used.



*"Improving the quality
of our data, will in the
long run, improve the
quality of our care"*

ÅDIN HJERTBERG, GROUP DIGITAL PROJECT LEADER

Ways of Working



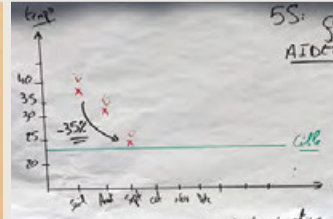
"No more extra hours and the stress levels are manageable"



"Junior veterinarians are more comfortable to participate in discussions"



"Problems are now viewed as an opportunity to improve and to learn"



AniCura
Wow! 

AniCura – Ways of Working

AniCura strongly believes that employees make the difference and lead the way to operational excellence. Employees are empowered to take an active part in real time management and to expose and address problems. The end-to-end patient journey and customer experience is the purpose of all improvements.

"Employees make the difference and lead the way to operational excellence"

A new concept named AniCura Ways of Working (WoW) was developed and piloted in 2019.

To date 48 clinics are in transformation, adding many more next year.

The ambition is to implement WoW in all clinics by 2023.

IMPROVED OPERATIONAL EXCELLENCE IN CLINICS

AniCura Regiondjursjukhuset Bagarmossen in Sweden, was one of the first clinics to start adopting WoW. The leadership team and ambassadors have trained in real time management and problem solving and has made more than 550 improvements.

Over 150 improvements were in the emergency department. For example, enhancement in matching capacity and patient inflow that shortened waiting time for patients. A more optimized scheduling allowed for more number of operations with the same level of staff. The clinic also noticed reduced stress levels among employees.

One of the most important outcomes is that employees feel more engaged - key to attract and retain talents. This has been verified in AniCura's employee satisfaction survey.

*Together, we have a responsibility to
run our operations with regards to
their impact on society; on people,
animals and the environment*





ANICURA 2020

JAN



AniCura Scientific Ski meeting in Italy with focus on "Thoracic diseases in dogs and cats"

MARCH

COVID-19 demands new ways of working to deliver the best care to patients and keep our employees safe

Belgium welcome its first clinic in Randstad which is now a member of the AniCura family

MAY

AniCura Medical Interest Group Congress 2020 offers 16 online interactive courses



FEB

AniCura Survey on Continuing education and Career pathing with more than 500 respondents, show that courses and programmes in advanced general practice, surgery, anaesthesiology and emergency and critical care are of most importance

New QualiCura results on surgical site infections

APRIL

JUNE

New QualiCura results on dress code, personal appearance, and laundry routines

The doors to a new AniCura Animal Hospital Oslo, Norway opens



During the COVID-19 pandemic, AniCura proved the importance of strong company values and we saw many initiatives by our employees.

AUG



AniCura Continuing Education (ACE) launches the first fully online courses using digital tools and platforms

DEC

AniCura Talk is launched – as an online broadcast from Stockholm including a quarterly business update and veterinary medicine special



For the first time a survey on Professional communication is conducted within QualiCura

First round of mentors in the AniCura Graduate Programme, get a 3-day mentorship training

JULY

SEPT

AniCura's new animal hospital in Jönköping opens. The 3,700 square meter animal hospital is one of the largest in the country



Kick-off of the 2-year AniCura Graduate Programme with 23 participants from six countries

AniCura
GRADUATE PROGRAMME
2020-2022

OCT

For the fifth year in a row, systemic antibiotic use is investigated in Q4

AniCura Spain launches a social fund, helping people affected by Covid-19, and need specialized veterinary care for their pets



for better pet care

The better AniCura can leverage high quality data, the better pet care will be provided. Every entry in the patient records generate data, but the potential of the data is limited by the quality of the data input.

*** SNOMED Clinical Terms**
is a systematically organized
computer processable collection
of medical terms providing codes,
terms, synonyms and definitions
used in clinical documentation
and reporting.

"AniCura have started taking actions to improve the quality of our data, because that will in the long run improve the quality of our care"

AniCura recently investigated the breed list in some of the markets and there were many ways of writing the breed Labrador retriever.

In 2017 AniCura started taking actions to improve the quality of data, in order to improve the quality of care. In 2020, the Country Veterinary

managers decided on a unified breed list within AniCura and adopted SNOMED* as the reference for medical terminology.

Quality of data matters. Although not immediately noticeable, high quality data is instrumental in shaping the future of veterinary care.





Preventive care

ANIPLAN - EMBRACING THE NEW ROLE FOR VETERINARIANS

During the pandemic, pets are becoming more popular and pet owners are becoming more interested in their pets' health since they spend more time at home. As a result, there is an increased demand for information regarding the pet's health and well-being.

Traditionally, the veterinarian is someone you contact when your pet is unwell or need immediate care. Information on wellness and longevity has mainly come elsewhere.

Veterinary practices therefore need to embrace a new role as a trustworthy and reliable source of knowledge.

PET HEALTH PLANS ARE THE NATURAL PROGRESSION

By joining a wellness plan, like AniPlan, pet owners have the reliable information readily available and their pets will benefit from more frequent health-checks from their veterinarians.

AniPlan is proven to help budget and plan for pets' needs. Teaming up with the AniCura app provides pet owners increased accessibility.

These are both important parts in making sure our pets stay healthier and can help pet owners reduce costs for veterinary care.

AniPlan is a success



CAMILLA ASCHEHOUG KROGSRUD, A VETERINARIAN AND THE CLINIC MANAGER OF ANICURA SKIEN, THE NORWEGIAN CLINIC WITH THE MOST ANIPLAN MEMBERS FOR ITS SIZE.

Why do your customers love AniPlan?

The feedback we receive is that they really appreciate the benefits and discounts including free access to the AniCura app.

How come your clinic has so many AniPlan members?

Most importantly is that all our employees truly believe AniPlan is beneficial for clients and clinic. It is great to be able to offer a service and a discount at the same time. New clients now request AniPlan by themselves, based on recommendation. This is a major accomplishment and a great team effort.

What is the true value with AniPlan, as you see it, for the pet, the pet owner, and the clinic?

It provides the clinic with a financial security as well as a loyal customer base. AniPlan members visit the clinic more frequently and that helps us to build a closer relationship.

The SMS reminders to the clients ensure that they don't miss their "free appointments", and the pet gets more frequent check-ups.

Since we started with AniPlan, we have increased the number of vaccinations by 20%.



Five years working with QualiCura



***QualiCura helped to reduce
our total use of antibiotics***

Thomas Rieker, veterinarian and practice manager at AniCura Kleintierpezialisten Ravensburg, joined in March 2015, as the second clinic joining AniCura outside Sweden, Norway and Denmark.

The QualiCura surveys creates awareness

The first encounter with QualiCura resulted in a very constructive visit and discussion about different topics including hygiene and antibiotics. We were very excited to work towards wiser antibiotic use and have more of a deep dive into hygiene topics to enable us to be even more restrictive in our usage of antibiotics.

Another routine that changed was the way we prepared our patients for surgery. Covering the preperation table with industrial sterile foil and positioning in vacuum

cushions to manage temperature loss, has given us more confidence in reducing perioperative use of antibiotics.

The instrumentation handling guidelines have supported our decision to invest in an instrument washing machine (Thermodesinfektor) that gives us a higher level of comfort in providing aseptic technique during surgery.

We have been able to reduce our total use of antibiotics in dogs over several years. This was possible by the ideas and surveys coming through QualiCura.

Five years working with QualiCura

Three voices from the five years with QualiCura



BIRGITTE GRANN GREVE,
PRACTICE MANAGER AT
ANICURA DYRESYKEHUS
OSLO

Encouraging professional development and specialisation has enabled AniCura to prosper

I still work as a veterinarian in the hospital and have predominantly my experience within Ophthalmology and Surgery.

I was lucky to be among the first and became involved in several very interesting processes and projects – one being as member of the QualiCura Reference Group and another as a member in AniCura's Veterinary Development Council.

I received the first draft of the comprehensive Quality report in 2015, sharing our views on quality and patient safety under the principal aim "To enable AniCura's patients to receive safer care, with better medical outcome and by publishing the results of our efforts and challenges".

The result was phenomenal, and it has turned out to be a fabulous tool in enhancing our excellence as veterinarians. I believe the foundation of encouraging professional development and specialisation is among the key take-aways which has enabled AniCura to prosper.



PETER MAASBØL SKOV,
SPECIALIST IN ONCOLOGY
AT ANICURA ODENSE
DYREHOSPITAL

The QualiCura survey created awareness

By monitoring surgical site infections, we became aware that our anesthetized patients became hypothermic. The attention to the individual patient is now increased to ensure their body temperature is maintained.

Heat is now installed in our cages and we have changed our procedures before, during, and after anesthesia. We wrap them in blankets and foils, give them socks on all paws and we apply heat during the operation using heating pads and bags of heated water are placed towards the body.

Our patients now have a much more optimal body temperature during anesthesia and in the awakening phase. In all, this lowers the risk of surgical complications.



TITTI SJÖDAHL-ESSÉN,
SPECIALIST IN
OPHTHALMOLOGY AT
ANICURA DJURSUKHUSET
ALBANO

A structured way to learn from our incidents!

Titti Sjödahl-Essén, specialist in ophthalmology, has worked at AniCura since it started and at AniCura Djursjukhuset Albano, Stockholm Sweden, since 1997. Titti was involved in the earlier work setting up QualiCura.

We visited the human hospital Sankt Göran in Stockholm and Scandinavian Airlines System (SAS) to get information on their

quality program, and especially how they handled incidents. Based on that knowledge and our own experience, we created our own quality program. It has been a fun and exciting journey to implement it.

When AniCura Patient Safety Improvement System (APSiS) was introduced at Albano, we improved our structure and processes on how to handle incidents. We have implemented several new routines, big and small changes that have improved our daily work.

Results from the QualiCura surveys have given insights in how other clinics are working and it possible for us to benchmark ourselves in relation to other hospitals.



COMMUNITY ENGAGEMENT - Volunteer training on a farm

Volunteers are necessary and valuable for a healthy community, because they offer vital help to people and animals in need. In Sweden, there are 19 voluntary defence organisations that contribute to the country's civil and military defence.

These non-profit organisations recruit and train citizens on a volunteer basis for defence duties and contribute to

"I became a volunteer because I want to contribute and give essential help to animals and farmers"

Sweden's readiness in various areas in society. One of these organisations is Swedish Blue Star.

Swedish Blue Star has a mandate to take care of animals during crises and other events that may negatively affect animals. This could, for example, be a major outbreak of infection, to help oil-damaged birds or to help farmers in need in various ways.

During two weeks in September 2020, I attended a commissioned training, and learned about animal welfare, cattle behavior and how to take care of

them, food safety, fire safety, infectious diseases and infection control.

After completing the training, I signed an agreement with Swedish Blue Star in which I agree to be a resource for society in the event of a crisis or infection outbreak.

I became a volunteer because I want to contribute and give essential help to animals and farmers in need and to the wider community. To make a difference.

"To be a resource for society in the event of a crisis or infection outbreak, to make a difference"

MADELENE WIJK
GROUP INFECTION PREVENTION AND
CONTROL MANAGER AT ANICURA



**A MI, TAMBIÉN
ME AFECTA**

**¿NO PUEDES PERMITIRTE ASISTENCIA
VETERINARIA ESPECIALIZADA?
SOLICITA AYUDA EN ANICURA.ES**

 Si te encuentras desempleado o en ERTe
 Si tu mascota necesita un especialista
 Solicita ayuda a nuestro fondo en anicura.es

AniCura 



**"NECESITO
UN T.A.C."**



**"NECESITO
UNA
CIRUGÍA"**

**¿NO PUEDES PERMITIRTE ASISTENCIA VETERINARIA ESPECIALIZADA?
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AniCura

AniCura Social Fund in Spain - supporting unemployed pet owners

Due to the health and economic crisis caused by COVID-19, the 'AniCura Social Fund' is one of the first initiatives to be launched in Spain to support unemployed pet owners.

"At AniCura, we want to support those who are going through a difficult time because of the economic effects caused by COVID-19"

GUILLERMO RUIZ
COUNTRY MANAGER, ANICURA SPAIN

The fund, which has an initial investment of 45,000 euros, will cover services of specialized veterinary medicine up to a maximum of 500 euros per pet such as: surgeries, cancer treatments or diagnostic tests such as computed tomography (CT). In total, 104 pets were helped through the fund during 2020.

"Pets are one more member of our family and we want to help them be adequately cared for, avoiding abandonment or euthanasia," adds Guillermo Ruiz, Country Manager, AniCura Spain.

In addition, AniCura Iberia has donated 6,000 euros to the Spanish Red Cross to help other vulnerable groups.

INVESTING IN LEADERSHIP DEVELOPMENT

AniCura is constantly striving to achieve a positive people experience. Leaders are critical to our ability to attract, retain and develop the people we need for the transformation journey of the veterinary industry we have started.

In 2020, AniCura analyzed the requirements for a new Leadership & Business development programme for all leaders across AniCura. The focus of the programme is to raise leadership and business capabilities, create a sense of

and the backbone of the programme design was initially face-to-face workshops blended with online and virtual activities. But when the pandemic struck the world in the first quarter of 2020, the

programme moved into a fully virtual design. The programme was received very well by the leaders of the two pilot countries Sweden and The Netherlands.

In 2021, almost 300 of our AniCura leaders will participate in the programme. The programme is an engaging learning experience, delivered through live facilitated sessions during a nine-week development journey with multiple activities. It is delivered in country specific cohorts and facilitated in local languages.

Support leaders to be champions for the culture we want

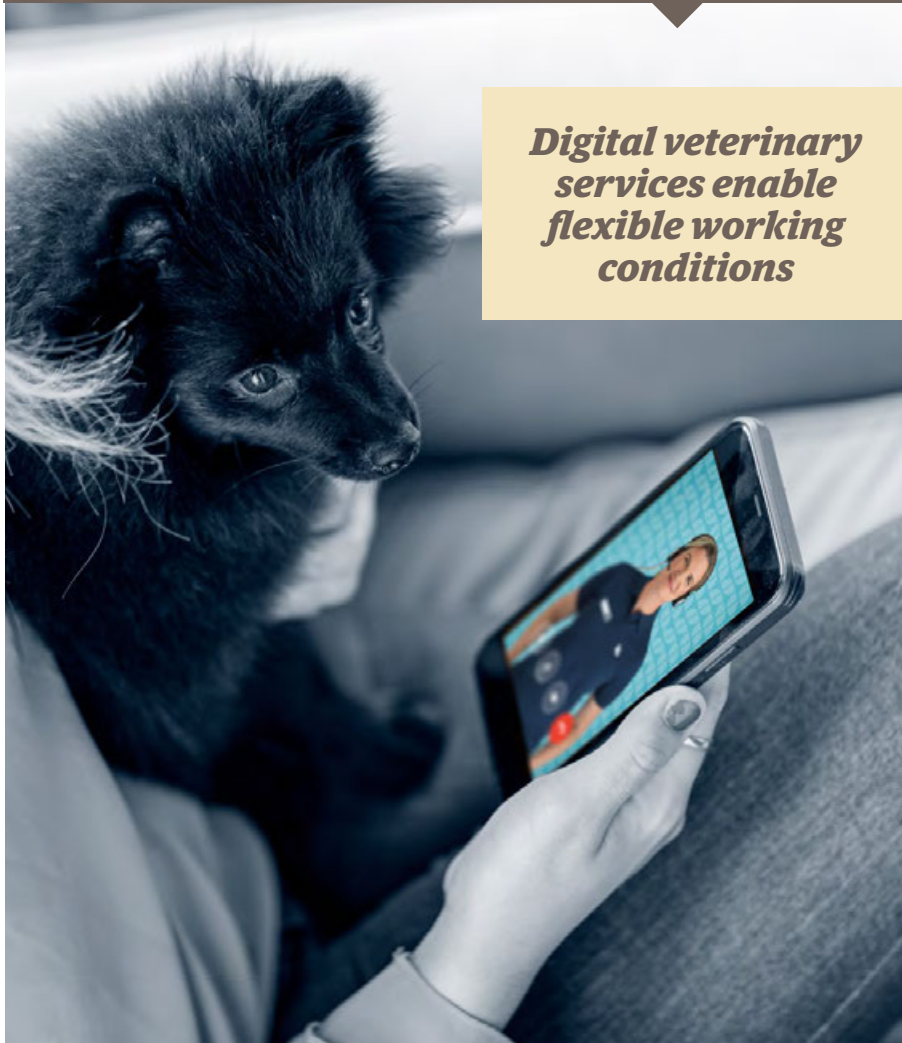
belonging and maximize the collaborative muscle of AniCura while supporting leaders to be champions for the AniCura culture.

The programme is called "Engage"

Feedback on the programme

"I have better insight into how I am as a manager and what I need to work on"

"The interactivity was crucial for the great experience. The participants made the programme very close to business which is an important factor for me"



Digital veterinary services enable flexible working conditions



VETERINARIAN
ARIANNA SAIDI IN
SWEDEN WORKS AS
VETERINARIAN FOR
THE ANICURA APP

What are the main benefits serving pet owners through digital visits?

I am very proud to have been a part of this important digital initiative for more than a year now.

Working as a veterinarian in AniCura's app makes me feel appreciated by the pet owners.

The main benefits serving pet owners through digital veterinary visits is that it allows me to focus even more on communication in a stress free and convenient place.

I still feel valued by my veterinary colleagues that work at physical clinics throughout Sweden.

All in all, the AniCura app is beneficial for me as a professional veterinarian and for our pet owners.

INCREASED interest in digital consultations

AniCura now offers digital veterinary services to pet owners in all three Scandinavian countries.

Throughout the year, over 20,000 digital veterinary consultations were carried out via AniCura's app and its chat, voice and video calling solution. During its first year, about half of the digital consultations resulted

in referrals to physical clinics. By reduced threshold to seek medical advice, digital consultations play an important role in preventive care, and on the quality of life for companion animals.

Additional benefits in physical clinics:

- Increased control over the referral flow; pets are referred to a suitable clinic, based on need, preference, and geographical location.
- On arrival, our clinics receive well prepared and well triaged patients.
- Reduced traffic on the clinics' phones which free up time for in-clinic patient care.

ANICURA

Research Fund

With more than 30 research project applications in 2020, 18 projects were granted funding from the AniCura Research Fund, by support of Mars Veterinary Health International.

The AniCura Research Fund was established in 2015. In the last five years AniCura has invested almost 6 million SEK in research grants.

Historically, the Scientific Council has evaluated all applications inde-

pendently and allocated funds to projects with high scientific standards and potential of being published in an international peer-reviewed scientific journal.

This year's review process introduced a second review cycle including a review

board from Mars Veterinary Health. The purpose was to identify areas of improvement and readjustment on study design, statistics, and ethical review.

More than 25% of the research projects over the years have been published in peer reviewed journals. AniCura's goal is to increase publication rate to a minimum of 50% within the coming years.

"Flow cytometry evaluation of light chains of immunoglobulins and vitamin D receptor in canine lymphomas and leukemias"

CARLOS MACIAS,
ANICURA BAHIA DE MALAGA, SPAIN

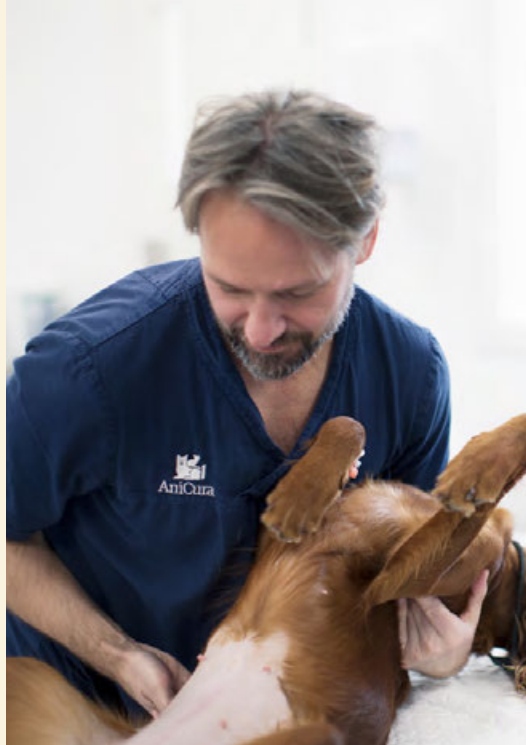


"MicroRNAs as prognostic and predictive circulating biomarkers in canine multicentric lymphoma"

CHIARA LEO,
ANICURA ISTITUTO VETERINARIO NOVARA, ITALY

"May a single fast pre-surgical MRI sequence acquisition replace standard radiographs for TPLO surgical planning in dogs?"

CHIARA MATTEI,
ANICURA I PORTONI ROSSI, BOLOGNA, ITALY



"Pre- and post-operative paw pressure distribution in client owned dogs undergoing surgical treatment for chronic inflammatory interdigital pododermatitis / -furunculosis (PD/PF)"

MAREN DÖLLE,
ANICURA TIERÄRZTLICHE SPEZIALISTEN HAMBURG,
GERMANY



"Developing evidence-based recommendations for the appropriate selection of tissue-specific suture material size and assessing their influence on wound healing and tissue stability in cats"

PAVEL SLUNSKY,
ANICURA KLEINTIERSPEZIALISTEN AUGSBURG,
GERMANY



"Effect of Salovum on acute diarrhea in dogs"

CAROLINE HARLOS,
ANICURA DJURSJUKHUSET ALBANO,
STOCKHOLM, SWEDEN



"Prospective evaluation of the Rapid Luxation System in the treatment of patellar luxation in the dog"

DAVID ONIS,
ANICURA DIERENZIEKENHUIS DRECHTSTREEK,
RIJSWIJK, THE NETHERLANDS

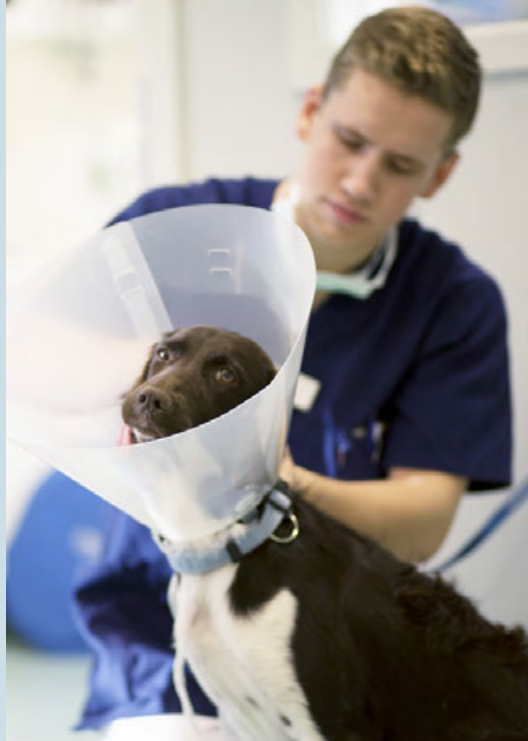
*"Evaluation of the use of a
flash glucose monitor in cats
with diabetes mellitus"*

MARIEKE KNIES,
ANICURA DIERGENEESKUNDIG VERWIJSCENTRUM
DORDRECHT, THE NETHERLANDS



"Investigation of HER2 gene amplification and protein expression in canine primary pulmonary carcinoma"

ESTER LADDAGA,
ANICURA I PORTONI ROSSI, BOLOGNA, ITALY



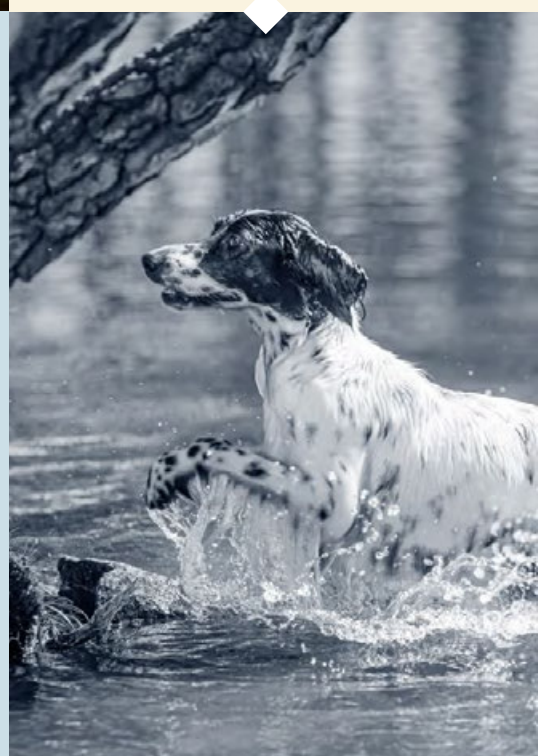
"Perfusion index (PI) and Plethysmographic Variability Index (PVI) in dogs undergoing interventional cardiology"

STEFANIA SCARABELLI,
ANICURA CLINICA VETERINARIA MALPENSA,
SAMARATE, ITALY



"Renal reactive AA-amyloidosis in shelter cats: a retrospective study based on clinico-pathological data, histopathology and ultrastructural features"

FEDERICO PORPORATO,
ANICURA ISTITUTO VETERINARIO NOVARA, ITALY



"The Mitral INSufficiency Echocardiographic (MINE) score: a severity classification of myxomatous mitral valve disease in dogs"

TOMMASO VEZZOSI,
ANICURA ISTITUTO VETERINARIO NOVARA, ITALY



"Quantification of mitral valve regurgitation using the radius of proximal isovelocity surface area method in Cavalier King Charles Spaniel and Chihuahua dogs"

INGE ENGELAND VOGT,
ANICURA DYREKLINIKKEN TELEMARV GVARV,
NORWAY

"Natural SARS-CoV-2 infection in animals: a prospective study to obtain a basis for a One Health approach to infection prevention and control"

CARLO PALIZZOTTO,
ANICURA ISTITUTO VETERINARIO NOVARA, ITALY



"Assessing intestinal transmucosal bacterial translocation in dogs with protein losing enteropathy (PLE) by fluorescence in situ hybridization (FISH)"

FABIO PROCOLI,
ANICURA I PORTONI ROSSI, BOLOGNA, ITALY



"The role of sex hormones in idiopathic epilepsy in dogs"

SOFIE VAN MEERVENNE,
ANICURA KALMAR DJURKLINIK, KALMAR, SWEDEN



"Composition of the intestinal microbiota in dogs with atopic dermatitis versus non-atopic healthy dogs"

NANNA ENEMARK,
ANICURA AARHUS DYREHOSPITAL, VIBY, DENMARK



"A placebo-controlled study to evaluate the impact of near-infrared (NIR) laser therapy on skin microbiome and peripheral biomarkers of inflammation, and its therapeutic effects in dogs"

GIORDANA ZANNA,
ANICURA ISTITUTO VETERINARIO NOVARA, ITALY

*"We are committed to drive
positive change in veterinary
care for both people and pets"*

AZITA SHARIATI, GROUP CEO ANICURA



