Pathways to a Sustainable Clinic

CORE

Build an empowered team with clear goals and a path to success.

The heart of any sustainability initiative is a group of passionate people, committed to the wellbeing of animals, people and the environment. Your clinic's efforts will be more impactful and more fulfilling when you take care of each other and work together to develop a shared vision.

Convene

Start your clinic sustainability team. Be inclusive and support each other.

The pathway begins by bringing together like-minded individuals from across your practice to create your team. Transitioning to a more sustainable veterinary practice is not something one person can do on their own. It requires a group of engaged individuals who are passionate about reducing the ecological footprint of the practice.

Ultimately, the size and composition of this team will greatly differ based on the size and scope of your practice. Your team should be inclusive and provide an opportunity for any interested team members, including veterinarians, technicians, animal care attendants, client service representatives, and management. Ensuring that your team is empowered and supported by leadership is crucial for the long-term success of initiatives. With more voices at the table, new ideas can emerge. With diverse perspectives, the practically of proposed changes can be effectively assessed.

At this time, it will be helpful to decide on group-related processes. For example, when will you meet and how often? How will you communicate? How will you share documents and resources? How will you make decisions? Being clear on these processes at the beginning will facilitate efficient and effective group work.

Assess

Gather data on the ecological footprint of your clinic.

With your core team identified and motivated to act, you may find it tempting to jump right into making changes. This is a good thing - it confirms you've got the right people in the room! However, a critical step to doing better is knowing where you are starting. You need a

baseline from which you can determine your next steps and track progress. Devote some time and human resources to assessing the current state of the clinic as this is critical to informing the development of goals and implementation.

Greenhouse gas (GHG) emissions are commonly categorized into three categories, referred to as scopes 1, 2 and 3. All three scopes are relevant to veterinary clinics (Greenhouse Gas Protocol, 2024; Watson et al. 2023). These are:

- **Scope 1**: direct emissions that a clinic owns or controls.
  Examples include fossil-fuelled building and water heating, driving of fossil-fuel powered fleet vehicles, and consumption of anesthetic or refrigerant gases.

- **Scope 2**: indirect emissions from purchased energy
  The most common source for this is electricity that is produced off site by the burning of fossil fuels and then utilized to support your clinic's activities.

- **Scope 3**: are all other indirect emissions
  This is the biggest category and hardest to measure. It includes procurement of all supplies, equipment and pharmaceuticals, disposal of wastes, staff and client travel, delivery transport, and even investments.

Tools are available to help you calculate your clinic's GHG footprint. A US open-source veterinary specific resource is Veterinary Sustainability Alliance's Veterinary Carbon Calculator (and stay tuned for one specific to Canada!). This tool will guide you through what data to gather, provide an estimate of your clinic's current footprint, and allow you to track your progress. When using this tool, it is important to look at data over time since clinic activities likely fluctuate and you want to generate an accurate baseline estimate.

Reflect

Review information and identify priorities to finalize a series of team goals.

Inspired by what you have learned about the footprint of your clinic, it's time to reflect on where and how your team would like to make change. It may be helpful to review the Veterinary Sustainability Goals, which are based on the United Nations Sustainable Development Goals, outlining six key areas relevant to the veterinary profession.

One of the frameworks that can be helpful to identify where and how your team should begin is 'SMART' which stands for:

- **S**pecific: What exactly do you want to achieve? Vague goals are easy to set but not very helpful in the long-term.
- **M**easurable: How will you assess if the goal has been achieved? Assigning quantitative or qualitative metrics facilitates this process. Consider the data you

were able to obtain in your clinic assessment process as this can be an excellent baseline from which to see your progress.
- **A**chievable: Is the action feasible for your team? Although lofty goals can be motivating, if they do not align with the current time, money, and peoplepower resources, they will fall flat. Remember, once one goal is achieved, you can always set a bigger one as you build momentum.
- **R**elevant: Where does the goal fit in the overall picture? The goal should align with the vision of the clinic and be an important step forward in progress.
- **T**ime-bound: When should this be achieved by? There needs to be a target endpoint to spur forward action on the goal. Setting a timeframe greatly assists when developing a plan.

It is also important to consider that some changes may not be possible based on where your clinic is based. For example, access to renewable energy is (unfortunately) limited geographically. In this case, your team may decide to advocate for clean energy in the community and plan to be an early adopter when the option is available, but in the meantime focus on another issue where changes can be implemented immediately. Also, some actions are more impactful than others. Be sure to consider the effort vs impact of your teams chosen activities.

The process of goal setting will look different for every team. Based on the current available resources, you may choose to set only one or two SMART goals to get started – and that's okay! Remember that you are on a sustainability journey. Change does not happen overnight. Consider how you can set your team up for success to build momentum and further buy-in.

Plan

Develop an implementation strategy with milestones and deliverables.

Once you have established your goals, a detailed implementation plan is needed to set your path forward. This process begins with identification of all the tasks required to achieve a goal, starting off with the big task categories and then breaking them down into the supporting tasks. As you think through tasks, consider the various dimensions associated with the change (e.g., communication, training, SOPs). Next, take all the tasks and determine how they fit together to support achieving the goal. Order may matter for some tasks while other tasks can occur concurrently.

Once you have all the tasks laid out, you can create your plan. Map the tasks out to a timeline, based on the order previously established and the anticipated time required (including time for bumps in the road!). Assign individuals to each task so everyone is clear of their roles and responsibilities in achieving the goal. Utilize each team members strengths and capacity when allocating tasks.

Creating a visual of this plan can be a helpful tool (e.g., Gantt chart). If your team has someone who loves technological tools, there are lots of great free online resources (e.g., Miro). Having a visual plan also allows you to share it more broadly, such as with your clients, to illustrate the commitments you have made and the steps you are taking to achieve them.

As you move into the implementation phase, here are some helpful things to consider:

- Prioritize low hanging fruit at the beginning. It will help energize and engage the team!
- Clearly and regularly communicate.
- Emphasize that changes do not compromise patient care. In contrast, they are a long-term investment in patient health and wellbeing.
- Be patient. Many changes revolve around behavioural change. We all know how challenging that can be!
- Be flexible. Continue to adapt your plan as you and your team continue down this sustainability journey.
- Seek feedback. Consider starting a "suggestion box" where staff can anonymously provide feedback on what works, what does not work and why, and what should be considered moving forward.
- Reward and celebrate achievements

Clinic

Implement behavioral and physical changes to meet your sustainability goals.

While our clinics are diverse in geography, patients, and clientele, they are similar in the resources needed to make them function. We have focused on five key areas for veterinary clinics to consider in effort to be more sustainable. There are opportunities to address these through a variety of physical and behavioral changes.

Energy

Use less energy and obtain as much as possible from renewable sources.

Regardless of species, medical care is highly energy intensive. Human hospitals consume two to three times more energy per unit area than other commercial buildings (Bawaneh et al. 2019). This energy is essential for regulating building temperature, heating water, powering appliances and medical devices, and the manufacture and delivery of medical materials and supplies, which are all elements of practice required to provide high quality medical care. However, when this energy comes from fossil fuel combustion, it produces

substantial greenhouse gases and air pollution, which ironically contributes to the very illnesses our profession seeks to prevent and manage. To reduce energy-generated emissions at veterinary clinics, the two key principles are to **'use less**' and '**use clean'**.

Improving a practice's energy efficiency by **using less** can be achieved through behavioral and physical changes. Reducing consumption also provides substantial cost savings! Consider the following actions:

- Turning off lights, appliances, and equipment when not in use. Do an inventory of what consumes energy in your clinic and decide as a team what truly needs to be on and when. Signage can be posted to help remind team members to turn things off when not in use. If available, use automated switch off or power down / sleep modes or smart plugs to time when an appliance / instrument is on.
- Combine washing loads and wash on cool setting with appropriate detergents. If feasible based on outdoor space and climate, you could consider a clothesline instead of a drier.
- Set thermostats at a reasonable and comfortable level. In the cooler seasons, heat at 64-68°F / 17-20°C and in summer to 72-75°F / 22-24°C. Recommend to staff to dress for the season. Use ceiling fans if available to circulate air.
- General building improvements can also help reduce energy costs and thus yield significant energy savings. Small steps such as insulating hot water pipes, replacing door seals, sealing gaps and cracks, and applying window film to older windows, can reduce heat loss and gain. Depending on the age of the building (and if you own the space), upgrading windows and insultation can offer significant energy savings.

Using clean might be easier than you think! When it is time to replace appliances and equipment, choose the most energy efficient option and transition away from stationary combustion (e.g., oil/gas furnace, gas water heater, gas clothes dryers) to electric alternatives such as heat pumps, electric water heaters, and electric clothes dryers. While these may have a slightly higher initial price tag, they will save you in energy costs over time.

Depending on your clinic's location, you may have the option to purchase electricity from ultra-low or zero carbon sources like wind, solar, geothermal, hydrokinetic, and other clean renewable energy. This is one of the very easiest ways to decrease your carbon footprint. Alternatively, if you own the building of your practice or it is feasible within your lease agreement, you could generate your own clean energy on-site by installing PV solar array and battery storage.

In some areas there are rebates or subsidies available for businesses to reduce their carbon footprint. Reach out to your local or provincial government office to see what supports exist. If there are none, make sure you communicate the importance of the topic and that this issue should be a priority issue for local government representatives' leadership in the region.

Waste

Review your waste management protocols, including pharmaceuticals.

Reducing the amount of waste produced by the clinic is of great interest to veterinary teams. Our economy is set up in a linear way – buy, consume, throw out, buy gain. Many of us feel disheartened at the amount of waste created to simply do our jobs. Fortunately, we can make big changes by being more purposeful in our use of material and transitioning to a circular economy. The age old three 'R's of waste management (reduce, reuse, recycle) still hold true, and have been strengthened with new additions to have even more impact: **rethink, refuse, reduce, reuse, repair, repurpose, rot, recycle.**

The first step is **rethink** all our purchases. This is such an important step to reduce waste that we've given allocated an entire section to it. See more under Procurement!

Refuse, reduce and **reuse** are all behavioral changes. Refuse to purchase single use disposable items and those with excessive packaging whenever possible. Advocate to your supplier for more sustainable alternatives. In healthcare, we have gotten into the habit of single use plastic items for almost everything under the belief that they are necessary for infection control and practice efficiency. And in some instances, they absolutely are. In other instances, reducing use (e.g., disposable gloves / "Gloves off!" campaign) and choosing reuseable alternatives (e.g., washable gowns and drapes, washable pee pads, reusable sharps bins, reusable surgical instrument tins) are just as good for high quality patient care.

Repair and **repurpose** are long-forgotten arts. In an age when production is cheap and repair can be more financially costly, we have been inclined to throw out and buy new. However, the ecological cost of new materials and their manufacture in addition to the waste generated by tossing something that could be fixed or repurposed is significant. Critically reflect as a team to determine when to repair and/or repurpose.

Rot applies to any organic materials. When organic materials are tossed in the landfill, they undergo anaerobic decomposition and generate the harmful greenhouse gas, methane. Composting organic materials (e.g., food waste) is an easy step in the right direction.

After reducing consumption and getting the most out of the life of what you have, now is the time to **recycle**. Although preferable to sending items to a landfill, recycling is far from a panacea. For example, many recycling processes are resource intensive, and if the market for recyclables is at capacity, they may be diverted to landfills. Recycling options are highly variable by location, and can be governed by local regulations, especially for medical waste. Unfortunately, that means it is up to individual (or groups of local) clinics to personalize their plan. Start off by learning about the waste management opportunities

available in your area. This includes contacting your local waste disposal facility and looking into include aluminum recycling for suture and scalpel packets, pet food recycling (e.g., Terracycle), and nitrile glove recycling (e.g., Vetflex). Avoid inappropriate waste disposal, such as "wish-cycling," where materials are placed in recycling bins in hopes they will be recycled. This only contaminates the recycling stream and results in truly recyclable materials being incinerated or landfilled inadvertently.

For all regulated waste, please see your provider and align with local regulations.

Pharmaceuticals present a unique waste management challenge for health professionals. Rethinking and reducing still applies in the context. It's crucial to avoid overprescribing or overusing medications like inhalational anesthesia, antimicrobials, and parasiticides, which can lead to unnecessary warming emissions (anesthetic gases are 1000sx more potent GHGs than CO_2) and environmental contamination, among other negative consequences. Effective inventory management to prevent wastage through expiration is critical. When disposal is required, safe disposal methods should be readily available for clients to ensure proper handling of unused or expired drugs, further minimizing environmental risks associated with pharmaceutical waste.

A key component to successful waste management is support for your team. In a busy clinic environment, it can be easy to fall back into old habits. If you are implementing any changes in waste management, ensure your team is actively involved in the decisions and can provide input on supports that will help them succeed. Updating protocols and reviewing them with your team can help get everyone on the same page. Implementing clear labeling and dedicated disposal containers for different types of waste can streamline the process.

Water

Reduce your water use through efficiencies in equipment and actions.

Water is essential for life and a finite resource. In the United States, healthcare consumes ~7% of all water. Implementing water efficient practices can contribute to decreasing operating costs while having a positive ecological benefit.

Since most water used in veterinary clinics is non-medical, many home or office water conservation strategies can be applied in a clinical setting. These strategies include promptly fixing faucet leaks, installing faucet aerators, and using water-efficient fixtures such as low-flow toilets (e.g., dual flush, retro cistern reducers) and front-loading machines. When water is being used for grossly contaminated areas, remove solid material first (e.g., vacuum, broom, cloth) prior to spray hosing to reduce excessive water use.

Raising awareness and encouraging mindful water usage among staff and visitors can also make a significant difference.

Additionally, it is important to consider medical-specific water conservation tips, especially when upgrading equipment. Steam autoclaves, for instance, are highly water and energy-intensive, but water-saving devices are available for most models. Surgical scrubbing is another water-intensive part of clinical care. Hands-free water control, such as leg or foot-operated sinks or touchless infrared, and adoption of waterless (alcohol-based rubbing) procedures have been shown to significantly reduce water usage during surgical preparation (Cunha et al, Nature Reviews, 2023).

For clinics with outdoor spaces, options like strategic landscaping (e.g., xeriscaping) and rainwater harvesting can be considered.

Procurement

Choose, and request of suppliers, environmental and socially conscious products.

The discussion of procurement goes hand and hand with the discussion of waste. When thinking about procurement, rethink, refuse, reduce, reuse, repair, repurpose, rot, and recycle should also be top of mind. We want to shift away from a linear economy to a circular one that first strives to maintain what we have, thereby limiting resource depletion, energy input, and waste accumulation, before purchasing anything else. After all, getting the most value from the resources we have by keeping them at their highest utility and value just makes good business sense.

That being said, the delivery of veterinary services still requires the use of many resources sourced from beyond the clinic. Making environmentally and socially conscious procurement decisions has many benefits. Veterinary teams not only reduce their own impacts, but also help to shape the veterinary market, and tip the scales for suppliers to move toward increasingly sustainable practices. While it can seem overwhelming to navigate the vast market of goods and services available, especially with greenwashing, there are several guiding principles that can help to inform procurement decisions.

For materials used in the workplace that are non-medical, several companies have sought third-party certification to demonstrate their commitment to particular cause. By learning to recognize third party certifications relevant to veterinary care, one can simplify the procurement process considerably! Here are some common ones:

- Energy Star: This is a US-government backed certification system for energy efficiency. Look for the symbol next time you are replacing appliances in your clinic, like fridges, freezers, washers or dryers.

- Certified B Corp: Companies with this designation meet the highest standards for social and environmental practices, transparently and legal accountability.
- Forest Stewardship Council (FSC): Taking care of the world's forests is critical. Choose FSC certified products whenever available for any of your tree product needs (think toilet paper all the way to desks and shelving).

There is a growing movement within the biomedical supply chain to similarly deliver medical products that minimize the negative impacts of their use. While significant progress has been made, with resources such as ACT and EPA's ecolabels, more work is needed to meaningfully 'green the veterinary supply chain'. This is a great opportunity for collaboration with colleagues in the human health sector given the number of products shared across species and the vast buying power of the human healthcare industry. It is also a great opportunity to use your voice (and your dollar) to encourage more work in this area. Working with your suppliers to identify products and companies with transparent sustainability policies can be a helpful starting point. These conversations may seem small, but a collective voice of like-minded veterinary professionals is necessary to drive the development of innovative and less resource intensive goods and services.

In the interim, this veterinary procurement guide is a great place to start.

Transportation

Promote low emission transportation and reduce transport needs.

Promoting sustainable transportation opportunities for staff is one of the most effective ways to reduce transportation emissions. Encouraging self-propelled and healthy transportation options like cycling and walking can be supported by providing resources like changing rooms, lockers, bike storage, and showers. Incentivizing the use of public transport and electric vehicles (EVs) can be achieved by offering transportation passes and installing EV charging stations. Explore if carpooling could be a suitable option and if so, align schedules for staff accordingly to create a supportive carpooling culture.

Given that air travel contributes a disproportionate amount of emissions, it is crucial to consider more sustainable alternatives for work-related travel whenever possible. Prioritize local or virtual continuing education opportunities. If your favourite conference does not offer a virtual option, request that the organizers work towards that in the future.

Clinic policies can also play a significant role in reducing transportation emissions from clients and service or supply providers. Consider combining care provision to the same day to reduce travel to the clinic (e.g., diagnostics and surgery). Where allowable and appropriate, support clients through telemedicine. Advocate to suppliers to use cleaner

transportation options (e.g., EV, hybrid-electric). Prioritize purchases from local sources when at all possible. Consolidate shipments and limit urgent deliveries.

If your clinic delivers mobile services, explore options for electric or hybrid-electric vehicles to reduce carbon emissions associated with delivering veterinary care. The choice of vehicle will be influenced by the geographic area in which you deliver service, climate, and local charging infrastructure. For gas or diesel vehicles, ensuring they are serviced regularly with tires at the correct pressure and driven at the speed limit can reduce emissions.

Community

Champion sustainability locally, regionally, and nationally.

Beyond the clinic walls, there is great potential to promote sustainability within your larger community, both locally and nationally.

Stories

Speak openly of your sustainability journey and why you care.

One of the most impactful actions you can take on your sustainability journey is sharing it! If you think back to when you were getting started, you likely felt overwhelmed and did not know where to start. Celebrating your wins with others shows them that change is possible and motivates others to be part of the change.

A simple way to share your story is through signage on site. Did you change to pollinator friendly and water-wise landscaping? Put a sign in the garden bed adjacent to the walkway. Water saving aerators on your sinks? The inside of bathroom doors is a great place for a catchy poster on how important clean and abundant water is for everyone. Research suggests that veterinary clients value the efforts you put into making your clinic more sustainable, so don't forget to share that with them (Deluty et al. 2021).

Another great opportunity is through social media. Your clinic likely has one or a few social media accounts where you can share updates. Use visuals to attract the most attention. Consider inviting others to the conversation about what they are doing to support sustainability. To further your stories, make them regular, such as a monthly "Sustainability Snapshot" into a specific action your clinic is taking. You can also start community challenges with other practices or businesses to really make a splash!

Finally, consider integrating parts of your sustainability story into public speaking opportunities. Animal health professionals are often asked to speak to schools or community groups.

And don't forget to share your WHY! All too often the impacts on animal populations are overlooked. Through conversations with clients, colleagues, and community members, you can highlight that the steps you are taking within your workplace have broader animal health impacts by helping to protect the air, water, climate and natural spaces we all rely on to be healthy.

Connections

Engage with professional networks, allied health sectors, and beyond.

Sometimes working in the climate change space can be isolating and overwhelming. But you are not alone, and connecting with like-minded individuals will not only provide you with much needed support but also generate a collective and loud voice to spur initiatives forward. You may also find that some of them would be great ad hoc members of your clinic's sustainability team.

Locally, see if other clinics have an interest in sustainability. Together, you can build momentum within your community and potentially collaborate to build local infrastructure to meet community needs. Also reach out to your provincial or state veterinary association. Many have sustainability committees and your experiences in clinic are invaluable to further ensure supports are available for practicing veterinarians. Finally, don't forget about VSA! We are a passionate group of like-minded individuals and are always welcoming to any animal health professional looking to making positive change towards the climate crisis.

Outside of veterinary medicine, there are lots of diverse communities in the climate change space. Consider connecting with local or regional environmental groups (e.g., emission reduction, nature preservation). You can share knowledge with each other, co-create solutions and be part of a unified front to advocate for change with your community. Similarly, there may be other allied health professional groups (e.g., physicians, dentists,) and together you can be a strong voice to ensure a healthy environment for all species – human and non-human. Rather than re-creating the wheel and dividing voices, working together can help us be more effective and efficient in implementing solutions and reaching our goals.

And, please, do not forget to ensure you are supporting your own mental health and welfare. Veterinarians are already dealing with many internal and external pressures. Ecological grief is a real thing and can be crippling. Not One More Vet (NOMV) is a fabulous

community of veterinarians with resources on supporting mental health and wellbeing. Some helpful reads include Generation Dread and Mourning Nature.

Health

Expand access to care and preventive medicine for animals in need.

One of the most fundamental goals of health professionals is keeping their community healthy. And healthy animals support a healthy environment! Providing care to sick individuals is more resource intensive as every test and every treatment comes with an ecological cost. Preventative care plays a large role in minimizing this carbon footprint. Appropriate vaccination and deworming are crucial in preventing infectious disease. Nutritional consults to avoid overconsumption and obesity and prevent or manage chronic diseases have great value. Sterilization helps control the pet populations and subsequent resource demands required to manage and control overpopulation.

Unfortunately, there are many populations who lack access to veterinary care. Many of these communities are also those most impacted by the negative health consequences of the ecological crises like climate change, with the fewest protections and least capacity to cope. Consider collaborating with your veterinary associations and local organizations working to expand access to care.

Nature

Conserve the natural ecosystems essential for our collective well-being.

Some of the most fundamental determinants of health, factors that come together to affect the health of individuals and communities, come from the natural systems around us. These same systems provide much needed habitat for the diverse and complex web of life. For our patients and us to be healthy, all species need to be healthy. Tragically, World Wildlife Fund's Living Planet Index reports that habitat loss and destruction are the biggest threat to animals on the planet. Collectively the way we interact with the land, sea, air, and water needs repair. As a trusted animal health advocate in your community, you can help build understanding and momentum towards a healthier future. You can use your voice to bring awareness to how conservation and habitat protection can protect animal health. Lead with your actions to demonstrate the importance of taking nature into consideration in every community.

One opportunity is through clinic landscaping. Selecting native plants, especially those that are loved by bees, butterflies and other native pollinators, are good for the ecosystem but also reduce water consumption and require less maintenance. Shade trees and vegetation that can create habitat for native birds and insects while also improving temperature control around your facility. Incorporate bird, bug, or bat houses on your clinic

property by working with conservation groups in your area who distribute or provide DIY plans for creating these houses. Additions like these can be great conversation starters and a good opportunity to share why you care with others in your community. Consider a small garden, greenhouse, or container garden that can produce food; your staff will thank you for access to fresh, healthy food. It also provides a simple way for staff to connect with nature on breaks, which has mental health benefits. Finally, you may have the option to construct outdoor compost bins. This is a great way to dispose of fur clippings and paper waste along with food waste. Clinic produced compost can provide fertilizer for the clinic garden or the home gardens of staff.

Even without an outdoor space to customize, there are other ways to connect with, and support, nature in the community. Consider having your next staff event outdoors – what about bird watching, visiting a local park, or embarking on a guided canoe trip? Or you could get some dirt on your hands and contribute to a local tree planting initiative. Perhaps you could expand these initiatives to your clientele. Do you ever do client appreciation events? Or clinic wide fundraisers? Choose something nature focused and open doors to conversations about why veterinary professionals know nature matters. Finally, consider promoting time in outdoors through nature prescription for your patients (species dependent).

Policies

Advocate for animal health, welfare, and sustainability to decision makers.

Veterinary teams have a vital role in advocating for environmental sustainability through public policy. Engaging with local officials to shape community action plans is a powerful way to amplify your voice and influence change. As experts in animal health, veterinarians can make crucial information accessible to decision-makers, which will help them understand the importance of sustainability in health-related policies, particularly those affecting animals. For example, in the US, starting this dialogue can be as simple as calling or e-mailing a local public health department, a state legislator, or national law maker that represent you. In Canada, you can connect with your municipal representative, member of provincial parliament, or member of parliament.

Veterinary associations shape the policies within which veterinarians practice and influence state / provincial and national legislatures. National veterinary associations can address broad issues such as supply chain sustainability and the integration of animal health professionals with federal policy. Both the American Veterinary Medical Association (AVMA) and Canadian Veterinary Medical Association, have delegates (AVMA) or council members (CVMA) that represent veterinarians in each state or province. There are numerous volunteer opportunities on committees and councils to help shape the direction of the profession (AVMA, CVMA). Additionally, regional and state or provincial veterinary

associations can focus on locally relevant issues like scope of practice, waste management, and regional environmental hazards.

Finally, sustainability policies within organizations across the animal health network, from educational institutions to supply chain companies, strengthen collective action. Engage with your suppliers and collaborators about their sustainability commitments and support groups that share your values.