



ANIMAL FACILITY MANAGEMENT
VETERINARIAN
SENIOR LEADER
STATISTICIAN
SAMPLE ANALYST
INSTITUTIONAL OFFICIAL

COMMS
HEAD OF RESEARCH

CHEMIST
STUDY PLANNER
ANIMAL SCIENTIST
MANAGER
PROJECT LEADER

ANIMAL TECHNICIAN
ENGINEER
BIOLOGIST

CULTURE OF CARE IS THE RESPONSIBILITY OF EVERYONE INVOLVED IN ANIMAL ACTIVITIES

REFERENCES

If you are **just starting** to work with Culture of Care, this is a good reference to begin with:

1. <https://norecopa.no/CoC/quick-start-guide>

If you want to know more about the **role of the AWB** this is a good document with good practice

2. https://ec.europa.eu/environment/chemicals/lab_animals/pdf/endorsed_awb-nc.pdf

If you have **some experience** working with Culture of Care and want to get more inspiration, here's a selection of resources:

3. <https://norecopa.no/CoC/resources>
4. The European Federation of the Pharmaceutical Industry and Associations' Research and Animal Welfare Group: Assessing and benchmarking 'Culture of Care' in the context of using animals for scientific purpose. <https://doi.org/10.1177%b2F0023677219887998>
5. Communicating the Culture of Care – how to win friends and influence people. <https://www.rspca.org.uk/webContent/staticImages/Downloads/CommunicatingTheCultureOfCare.pdf>
6. 3Rs-Related and Objective Indicators to Help Assess the Culture of Care. Animals <https://doi.org/10.3390/ani9110969>



LIVING YOUR CULTURE OF CARE

efpia
 European Federation of Pharmaceutical Industries and Associations



A positive Culture of Care is required for good animal science and supports staff to do their best work.

A Culture of Care, when using animals for scientific purposes, supports continuous improvement in:

- animal care and welfare
- support and recognition of staff involved directly and indirectly in the animal care and use programme
- scientific quality and integrity
- openness and transparency

A Culture of Care goes beyond meeting legal requirements. These organizations' values promote respectful attitudes and behaviour towards animals and co-workers.

This leaflet is designed to raise awareness around Culture of Care and how to support it in your organisation. It is based on the EFPIA Research and Animal Welfare group publication for assessing and benchmarking 'Culture of Care'.

THE FOUR KEY COMPONENTS OF A CULTURE OF CARE

A Culture of Care is not directly required in the Directive 2010/63. However, Climate of Care is recognised as one of the roles of an effective Animal Welfare Body (see the reference section: A working document on Animal Welfare Bodies and National Committees to fulfil the requirements under the Directive).





FIVE CATEGORIES OF EFPIA CULTURE OF CARE FRAMEWORK

PUTTING CULTURE OF CARE INTO PRACTICE

Some Tips

- Start a discussion within your organisation. EFPIA have a short survey in English, French and German that can provide a starting point, or develop your own. Anonymous surveys give more honest feedback.
- Read the EFPIA publication
 - ◇ Critically assess your own organisation using the five framework indicators
 - ◇ Identify gaps involving staff (animal technicians and scientists)
 - ◇ Set goals and assign tasks resources
 - ◇ Collectively monitor progress through feedback
- Share Good Practice across animal facilities
- Assess correlation between an improvements in your Culture of Care and animal welfare indicators (e.g. time allocated for animal checking, mortality rates, reproducibility of results, practice with respect to asepsis and post-operative analgesia) and staff satisfaction (internal feedback).

01



COMPANY VALUES

A company policy that outlines the approach to responsible animal research, values animal welfare and care as a priority and includes a statement around supporting openness in relation to animal research activities both internally and externally is essential.

02



STRATEGIC APPROACH

The local Animal Welfare Body (AWB) in collaboration with senior management should support a Culture of Care and empower staff working with animals. It is expected that all persons responsible for ensuring compliance with the provisions of the Directive and the person or persons referred to in Article 24(1) and Article 25 (Named People) have a critical role in developing and supporting staff and a Culture of Care.

03



IMPLEMENTATION STRUCTURES

The Establishment has clear structures that support and facilitate a Culture of Care.

04



STAFF SUPPORT

The Establishment has local leadership which supports and develops mechanisms that demonstrate care and commitment to staff who work with and care for animals.

05



ANIMAL CARE AND PROCEDURES

The Establishment has processes that support continuous improvement in the 3Rs and that where animals are used that there is appropriate experimental design and refinement in care and welfare practices.