

Appendix 1:

Background: Following the revision of the EU Directive on the protection of animals use for scientific purposes one of the tasks of the new animal welfare bodies is to foster a 'Culture of Care' in the research establishment. The term 'Culture of Care' is subjective and therefore this survey can help facilitate discussions within your establishment.

Output: The responses will be beneficial in helping to define what 'Culture of Care', why it is important, and how it can best be achieved and will support promoting a wider understanding through dissemination. The questions are designed for you to outline good practice and identify areas for improvement if appropriate

Responses: Ideally cover different roles and solicit at least one response from each of the following roles within your establishment.

- Head of Laboratory Animal Group or the person in charge of animal welfare
- Animal technician/care staff
- Scientist (someone who has a role in designing studies but doesn't perform procedures on animals)
- Veterinarian
- A non-scientist working with scientists or lab animal staff (e.g. administrative assistant, quality, EC coordinator)

Question	Response
From your personal view how would you define 'a culture of care'?	Free text answer up to 100 words
a) My company has a written position/policy on animal welfare? b) I am familiar with this policy	a) Yes/No. If yes answer b) b) Yes/No
I feel accountable for animal welfare.	I agree/ I agree somewhat/ I disagree somewhat/ I disagree
Give an example of your personal or team engagement	Free text answer up to 100 words
Our management is engaged with regards to animal welfare?	I agree/ I agree somewhat/ I disagree somewhat/ I disagree
The culture in my organization allows to challenge managers about animal welfare?	I agree/ I agree somewhat/ I disagree somewhat/ I disagree If disagree or somewhat disagree is chosen– please explain why:
I'm free to express my opinions on animal welfare?	I agree/ I agree somewhat/ I disagree somewhat/ I disagree

	If disagree or somewhat disagree is chosen– what prevents you?
How important is animal welfare in terms of your overall job?	Most important thing/ Quite important, but after other priorities/ Not very important If you chose not very important please explain why and what would need to change to make it more important
I feel valued for the animal welfare role I play in my organization.	I agree/ I agree somewhat/ I disagree somewhat/ I disagree
Animal welfare is a priority in your company	I agree/ I agree somewhat/ I disagree somewhat/ I disagree If disagree or somewhat disagree is chosen please tell us why you think it's not a priority:
I know the members of our local ethical review body (AWB/AWERB)	Yes/ I know some of the members/ No
Our AWB/AWERB leads a 'Culture of Care'	I agree/ I agree somewhat/ I disagree somewhat/ I disagree If agree or somewhat agree is chosen please provide some examples of how the AWB/AWERB leads the "Culture of Care" If somewhat disagree or disagree is chosen please indicate why:
I'm provided with opportunities for professional development e.g. to find good practice in literature, at conferences, through exchange visits etc.	I agree/ I agree somewhat/ I disagree somewhat/ I disagree
My organisation actively promotes the 3Rs in working practices?	I agree/ I agree somewhat/ I disagree somewhat/ I disagree If agree or somewhat agree is chosen please provide some examples of how:
How does my organisation compare to other organisations in terms of animal welfare	Much better/ better/ worse/ much worse
What should be improved within your organization to implement a "culture of care"?	Free text answer up to 100 words

Appendix 2:

How we define a culture of care



Appendix 3:

Summary of the EFPIA RAW Workshop on Culture of Care

Culture of Care is not a new topic, but one that is embedded within Directive 2010/63. Although the term 'Culture of Care' is not used specifically within its text, the Directive creates a framework for Culture of Care, promoting and enabling the practice with specific articles.

The Directive's guidance documents both expressly mention and provide support for the development of Culture of Care, as they explain, expand and set the necessary direction⁽¹⁻⁴⁾. Stakeholders feel that greater promotion and visibility of the guidance documents across Member States would bring about better understanding of the role of Culture of Care in underpinning the Directive, along with other key topics where guidance provides support for implementation. The development of further and specific guidance around Culture of Care (which currently falls under the guidance for AWBs) would be helpful, particularly if it was developed by the Commission, supporting recognition of its relevance to establishments. Specific guidance should not be rule-based but should aid understanding of how a Culture of Care might be developed, conveying values through education and example.

The workshop discussions led to a consensus that Culture of Care is a wider commitment than compliance with the requirements of the Directive, and that a given establishment may apply the Directive fully yet not achieve an effective Culture of Care. A Culture of Care is expressed through all aspects of an institution and how it operates, consequently it can be difficult to define or prescribe without adding excessive complexity. Cultures vary across countries, governance structures and

institutions, and will be unique to a lab, but overarching examples on how to shape and develop an appropriate culture would be helpful. For example, professional behaviour is important to care, and ideas can be shared to support development of professional behaviours. The provision of emotional support to staff caring for and/or conducting procedures on animals is important but is not defined in the directive.

The behaviours, attitudes, leadership and visibility of senior management lie at the heart of a good Culture of Care, along with the pride that those who care directly for the animals and/or conduct procedures take in their day to day work. Pride in performing this work can be damaged by negative perceptions of those who work with research animals, by their colleagues or by society at large, and can lead to them feeling undervalued. Providing support, instilling pride in these staff, and providing them with opportunities to speak openly about their work can go some way towards addressing these issues.

Common values and expectations of professional behaviour, used and shared throughout the sector at all levels, can help to develop the practices and attitudes required for a Culture of Care to develop and flourish. Monitoring staff attitudes as well as competencies is important, and these expectations of professionalism can be shared and championed through professional associations. One way of approaching professionalism and generating buy-in at all levels within the facility has been modelled by the 'Culture of Care Pledge' developed by Astra Zeneca (Appendix 4). In this example- staff working directly with animals as well as those indirectly working with animals (e.g. project leaders, lab staff) at a single site were facilitated to develop their own pledge, which they signed to show their commitment to maintaining a Culture of Care – ensuring that care is a shared responsibility among all staff. AstraZeneca has a pledge developed by staff at each of its sites which conducts

animal research. Each pledge is different and influenced by local culture while recognising global corporate values.

Both real and perceived barriers between the animal care staff and scientists can undermine a Culture of Care. Developing better understanding of each other's roles and work, building shared communication structures and regular attendance of scientists within animal facilities, can allow individuals a better understanding of one another's roles, including their aspirations, challenges and needs. Supporting close working in partnerships across facility roles helps to deliver both better science and better animal welfare

Culture of Care should be part of the established tone for the organisation, driven by the senior leaders with commitment at high levels by those who see it as part of their responsibility to the organisation. The AWB is in an ideal position to promote and support this aspect of organisational culture. However, the AWB takes different forms in different member states and the structures may not easily lend themselves to promoting and supporting a Culture of Care. Additionally, the consensus of the workshop was there should be a person responsible for compliance who has a key role in culture of care, for example in the UK this would be the Establishment Licence Holder.

Culture of Care should be embedded throughout, so that drive comes from the ground up, with staff having the time to reflect on why they work the way they do, and the ethical considerations. Overall, organisations should achieve a common understanding of the importance of care at all levels.

Competent authorities also have a role in driving good practice, by asking establishments about their commitment to a Culture of Care, showing its importance.

Next steps: developing Culture of Care

One idea was the development of networks that support, discuss and share best practice around Culture of Care. For example, an International Culture of Care network has been established and continues to grow. At April 2019 the network has 37 members/user establishments from 15 different countries, mostly European.

The activities of the network include dissemination of Culture of Care materials at the Norecopa web-site and collaboration with the Swizz 3R-centre¹⁹.

Participants also felt there is a need for structured guidance and tools on Culture of Care. Because of key cultural differences between the academic and commercial sectors, such as dynamics, motivators and drivers, it was agreed that different approaches might be required.

EU guidance on Culture of Care gives weight to the discussions but can be rigid and difficult to adapt to new or different ways of thinking. The production of a 'framework' or tools around Culture of Care which can grow with new case studies and examples may be more helpful.

This framework could be used to facilitate a professional and strategic approach to Culture of Care and to provide points of reflection and ideas for those looking to implement Culture of Care in a structured way, ensuring that the process does not become focussed on auditing, but on consideration and discussion.

Examples of how to quantify and monitor the benefits of good care are essential if senior leaders are to buy in and support it, for both commercial and academic sectors.

Although there are always areas of overlap across areas relevant to Culture of Care, it is important that any tools are simple, structured and tangible. It should be an integral part of management strategy. Key to this will be the provision of examples and structures that will demystify the subject.

Conclusion

The outcome from the workshop was the need to develop a framework to aid greater understanding and recognition of indicators of Culture of Care in practice. The EFPIA RAW group have developed this Framework with the commercial sector in mind.

Appendix 4:



Culture of Care Pledge



Those who conduct and support all aspects of in-vivo work are committed to the responsible care and use of all research animals at AstraZeneca, Alderley Park.

We will uphold animal welfare as a priority and treat animals and colleagues with care, compassion and respect. Take full accountability and responsibility for the treatment of animals in our care and act as the animal's advocate.

Key behaviours:

1. Adhere to the 3Rs when designing or performing studies e.g. appropriate use of animals, act to minimise pain and distress e.g. by use of humane endpoints and finishing studies when scientific objectives are met.
2. Continually review training programs and working processes so that procedures are performed to best practice.
3. Promote and support an open and honest working environment.
4. Work as one team, flexibly supporting colleagues, utilising strengths and diversity
5. Challenge when animal welfare has the potential to be compromised.
6. Take the time to act with diligence in every task, paying attention to detail, in order to produce high quality data and encourage a culture of double checking.
7. Embrace a culture of giving and receiving constructive feedback to aid continuous improvement.
8. Ensure timely and accurate communication with key individuals.