





# 2018 CORPORATE SOCIAL RESPONSIBILITY REPORT



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Cover Photo Credits (left to right): Cameron Browne Bethany Womack Cameron Browne Cameron Browne

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# DEAR BANFIELD CLIENTS, ASSOCIATES AND FRIENDS:

My years at Banfield Pet Hospital<sup>®</sup> have taught me a lot about the meaning of the word care. It's such a big word for one that's also so small. I see it everywhere at Banfield. It's on the faces of our clients when they bring their pets to our hospitals, and on the faces of our associates as they treat those pets. I see it in the way associates invest so much of their time, energy and emotions in our hospitals, in our communities and in each other. Through our Help Overcome Pet Emergencies Funds program, volunteer activities like the Mars Volunteer Program and our partnership with Make-A-Wish<sup>®</sup>, we are showing how much we care about the people and pets we serve every day.

There is care in the leadership team at Banfield. It's evident in the way we're transforming our organization to support the personal and professional wellbeing of every associate. Our work this year has included elevating the role of veterinary technicians and encouraging more associates to pursue education and certification as veterinary technicians. We expanded the Veterinary Student Debt Relief Pilot Program, which has helped more than 80 Banfield associates refinance more than \$10 million in educational debt, and has contributed more than \$3 million to reduce veterinarians' outstanding student loans.

At Banfield, we care deeply about our people, our clients, our communities and our profession. So does our parent company, Mars, Incorporated. As a Mars Petcare brand, Banfield supports Mars' vision of Better Cities for Pets. We are collaborating to help grow pet-friendly cities, where people and pets can live happy, healthy lives together.

We also believe the veterinary profession is on the verge of dramatic change — and that Banfield can change it for the better — for those who work in the industry, and those who rely on them. That's why our work with our partners is so important.

Sincerely,

Brian Garish president, Banfield Pet Hospital

And we choose to work with partners who share our passion to catalyze change and disrupt the industry together. I am so proud of initiatives like Pet Insight Project, a partnership between Banfield and Whistle, the creators of location- and activity-tracking products for pets. Designed to gather unprecedented data on pet behavior and health, our ultimate goal is to detect patterns that are early indicators of changes in wellbeing — and ideally provide pet owners with groundbreaking insights to enable a new era of proactive, preventive care for pets.

And, of course, the Banfield Foundation cares deeply about dismantling barriers to quality care for the pets that need it most. Compassion and empathy are strongly apparent in the foundation's efforts not just to help communities recover from disaster, but also prepare for the worst, to increase the likelihood that people and pets stay safe together. I see it in the ambitious and rapidly growing work the foundation is doing in its third year of operation to support people and pets experiencing domestic violence, and seeking shelter and support together. I believe care is the reason Banfield is the largest general veterinary practice in the United States today. I believe it is the reason pet care is evolving with the speed and impact it is, right before our eyes. I firmly believe this abundance of care exists because we know none of us can achieve our full potential alone.

Care is a powerful word, and it has a powerful impact on those who give it and those who receive it. As we look back at Banfield's Corporate Social Responsibility (CSR) efforts in 2018, one thing is clear: by lifting the people, pets and communities whose lives we touch every day through service, we are also lifting ourselves. Simply put, care brings us together — and we're better together.

Thank you for the care you have shown in your support for Banfield and our associates, for pets, for the future of the veterinary industry, for the communities we share, and most importantly, for each other.



Banfield strives to make a positive impact in every aspect of society — from the veterinary care we offer in our hospitals, to the ways we engage with the communities we serve. We seek to be good partners to people and pets across the United States. And we are constantly seeking ways to use our expertise, our reach and our passion for service, to improve the world around us.

#### **OUR CSR MISSION**

TO USE OUR UNIQUE REACH. **RESOURCES AND RELATIONSHIPS** TO IMPROVE THE WELLBEING OF PETS, COMMUNITIES, OUR PEOPLE AND THE VETERINARY PROFESSION.



LARGEST GENERAL NATIONWIDE

**Banfield** 

**WELLNESS OF PETS** Champion preventive care Elevate the power of the pet-human bond Provide disaster

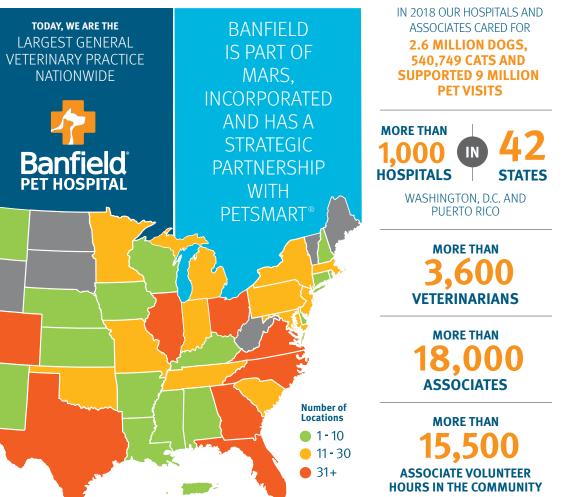
relief for pets



# WELLNESS OF OUR **PEOPLE AND OUR** PROFESSION

**ONGOING SUPPORT** FROM OUR GENEROUS DONORS HAS IMPACTED

# **NEARLY 2 MILLION** PETS AND COUNTING



# **BANFIELD FOUNDATION: BETTER EVERY YEAR**

In September, the Banfield Foundation celebrated its third year of support for people and pets in need. With every year since its launch, the foundation has grown in both size and impact. It has continuously increased the resources it offers and has evolved its approach to supporting quality care for every pet, regardless of circumstance. This year marked a significant expansion of grant programs, including Veterinary Medical Equipment grants that help more organizations purchase much-needed equipment to provide better care for more pets, and a series of new commitments that leverage the Banfield Foundation's reach and resources to provide support for people and pets seeking shelter together from domestic violence.



Dr. Diahanna Wray listens to a dog's heartbeat at a preventive care clinic in Los Angeles, California.

Pla

Photo Credit: Connor Limbocker

# WORKING TOGETHER TO CREATE BETTER LIVES FOR PETS

The connection between people and pets is powerful. Pets rely on their owners to provide loving homes where they can live happy, healthy lives. And people draw support from the energy, enrichment and unconditional love that pets bring to the communities in which they live. Simply put, people and pets are better together.

Banfield's commitment to improving and sustaining the wellbeing of pets is also a commitment to enhancing the wellbeing of whole communities. We provide quality veterinary care to millions of pets in our hospitals every year, and our associates engage in selfless service to people and pets in need. Through our work, Banfield is helping raise awareness of the ways healthy pets support healthy communities. Our goal is to empower pet owners to be responsible and engaged partners in the care of their own pets, and of pets still waiting for forever homes.



#### 50,000 DOGS ENROLLED IN PET INSIGHT PROIECT IN 2018





Banfield is committed to supporting the lifelong wellness of every pet we serve. But the reality is that our associates only see most pets a couple of times a year for routine wellness visits or to address medical issues. On every other day of the year, pet owners are the first line of defense in preserving the health of their pets and helping enrich their daily lives. Banfield works to ensure our clients and the communities we serve understand the important role they play in helping to keep pets happy, healthy and active.

As members of the communities in which we live and work, we engage pet owners as partners in understanding the lifelong wellness needs of their pets. This includes educating clients and communities on the importance of preventive care, raising awareness of emerging trends in pet health and reducing the risk factors for preventable illnesses. We also volunteer our time and donate our resources to support pets that face barriers to quality care and to help pets find loving homes for the rest of their lives.

# GATHERING UNPRECEDENTED INSIGHTS INTO PET HEALTH

As the largest general veterinary practice in the United States, with more than 60 years of experience treating pets, Banfield has access to unparalleled pet health data. But while this data, collected during the millions of pet visits to our hospitals annually, provides important insights into speciesand breed-specific health trends, it still only reflects the observations of associates in clinical settings. Pets spend the majority of their lives outside of veterinary hospitals, exhibiting behaviors and engaging in patterns of activity that go largely unobserved and unrecorded — until now.

In April 2018, we announced a groundbreaking research partnership with Whistle called Pet Insight Project. One of the largest tech-enabled pet health studies ever conducted, the three-year project aims to detect previously unseen patterns in dogs that are early indicators of changes in wellbeing to enable a new era of proactive, preventive care for pets.

# **BANFIELD HELPS PETS THRIVE**

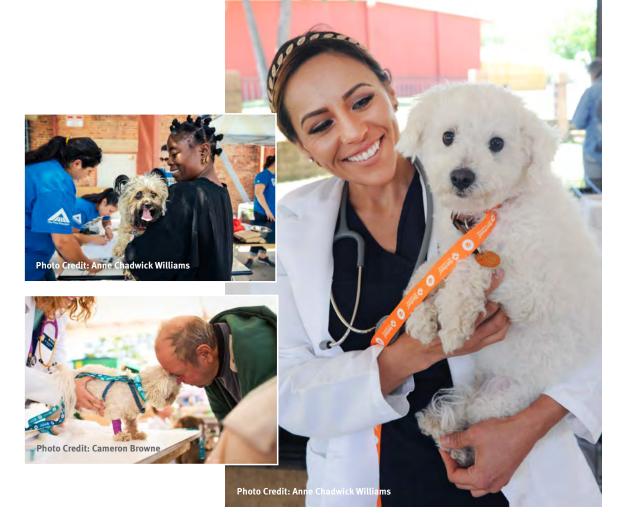
To enable this research, in 2018 we provided a Whistle FIT Pet Activity Monitor to more than 50,000 clients with dogs on a Banfield Optimum Wellness Plan who opted to participate. The Whistle FIT Pet Activity Monitor is a collar-worn device with movement-detecting sensors. These trackers will ideally help our researchers to identify potential links between pet activity, behavior and pet health. In addition to contributing data that helps Banfield and Whistle advance the way we care for pets, participating clients will be able to monitor their pet's activity directly via Whistle's mobile app, gaining new insight into their dog's behavior to help them build healthy habits.



**35** PREVENTIVE CARE CLINICS

5,065 PETS AND PEOPLE IMPACTED

**2,614** HOURS VOLUNTEERED



# SUPPORTING QUALITY CARE FOR EVERY PET

Banfield knows that while every family has the ability to love and care for a pet, not every family has the resources to ensure their pet can access important veterinary care. We regularly participate in community preventive care clinics, where associates volunteer their time and the Banfield Foundation donates medication so disadvantaged pets can receive preventive care at no cost. During these clinics, pets receive wellness exams and routine care, and pet owners receive counsel about their pets' unique needs. As part of our ongoing effort to provide disadvantaged pets quality care, Banfield regularly participates in Stand Down events targeted to homeless and vulnerable veterans. These events help communities serve those who have sacrificed everything to serve our country. Stand Down events offer veterans everything from food and clothing, to support finding shelter or regular employment. Many of America's homeless veterans have much-loved pets that also need care. Banfield associates at Stand Down events provide exams and preventive care — including vaccines and flea and tick preventives donated by the foundation — to the pets of veterans in need.





Photo Credit: Connor Linubocker

Banfield

Banfield President Brian Garish (right) speaks with a veteran at a Stand Down event in Portland, Oregon.

Photo Credit: Cameron Browne





# ACHIEVING BETTER CARE TOGETHER: BANFIELD'S QUALITY JOURNEY

Banfield believes quality is a journey, not a destination. It is the relentless pursuit of excellence, leveraging the latest technology and medications, data and industry research to improve the care we provide to pets. Our guality journey started in 1955 when we opened the doors of our first hospital in Portland, Oregon, and it will continue for as long as we are in practice. Our pursuit of excellence for clients and their pets includes a focus on setting up our own hospital associates for success. When our associates have the tools and support they need in our hospitals, they can better understand the needs of our clients and their pets, and provide more individualized care.

In 2013, Banfield formalized a holistic quality program. Adapted from the Institute of Medicine's Six Domains of Quality for human healthcare, we define quality by the following five domains:



We work to ensure the right culture, systems and equipment are in place to create a safe environment for our associates, our clients and the pets we treat.

### Effective We provide car

Safe

We provide care that meets both our own quality standards and those of the profession.



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## Pet- and client-centered

We strive to become trusted partners to our clients, and to identify and understand the unique, individual needs of each pet to provide appropriate care.

### Tim We se

### Timely

We see pets when they need to be seen in order to help keep them healthy, prevent future disease and treat any current illness.

# Efficient

We manage our resources with the goal of minimizing waste and maximizing the value of the care we provide.

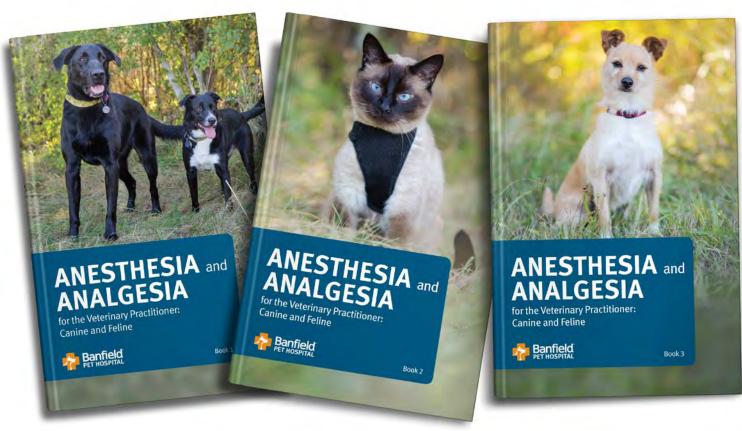


Photo Credit: Jayme Dodrill

# ANESTHESIA AND ANALGESIA FOR THE VETERINARY PRACTITIONER: CANINE AND FELINE

Our goal as the largest general veterinary practice in the United States is to ensure all veterinary teams and all pets seeking care can benefit from our research and knowledge. In January 2018, we introduced new Anesthesia Clinical Essentials (CE), which were developed using evidence- and risk-based decision-making, and leveraged existing industry standards, internal findings and data collected from our hospitals. Our full set of standards and protocols are shared with the industry in Anesthesia and Analgesia for the Veterinary Practitioner: Canine and Feline. Each of its three volumes provide best-practice standards and protocols for quality delivery of anesthesia and pain medication, as well as tools for every member of the hospital team to aid in delivering safe and effective care, with the ultimate goal of improving patient outcomes.



We have made this resource available across the industry, sharing the resources with veterinary students, thought leaders and industry professionals. In 2019, we will begin presenting the new protocols and sharing our own experiences applying these principles in our hospitals at national conferences as part of our effort to support veterinary quality inside and outside of our own practice.



# **REACHING THE NEXT GENERATION OF PET OWNERS**

Often, children learn to love and care for family pets at a very young age, developing a curiosity about and a passion for pets that persists as they grow older. Many children grow up to have pets of their own. Some even become veterinarians! By reaching out to young people early, helping to educate them about responsible pet ownership and about the importance of veterinary care, we can create a generation of informed and engaged pet owners who hold a lifelong commitment to the health and wellbeing of their pets. As an added benefit, our efforts to teach young people about responsible pet ownership can generate an interest in the science of pet health and start children on a path toward a career in veterinary medicine, helping to create a pipeline of veterinary professionals for years to come. By working to cultivate interest in the veterinary profession, we are ultimately helping to address a growing need for veterinary services, and ensuring that even more pets are able to access quality care.

# BANFIELD PET ACADEMY<sup>™</sup>

There is nothing quite like hands-on experience to bring complex concepts to life for kids. We created Banfield Pet Academy to give children direct, interactive exposure to what it's like to be a veterinarian, and teach them how to take good care of a family pet. Through community events in partnership with schools, museums and other organizations, young people in the communities we serve learn directly from Banfield veterinarians and veterinary technicians about responsible pet ownership and the importance of preventive care.

180 **BANFIELD PET** ACADEMY **EVENTS** 





Photo Credit: Cameron

an exam with her dog, Dash, for a child attending Vet for a Day a the Portland Children's Museum

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# 66 This is such a great opportunity to help guide

little minds with regards to the health and wellbeing of all pets."

Jessica Castillon, veterinary technician, Panama City, Florida

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### 66

I received a thank you email today from an 11-year-old girl I met this weekend who wants to be a veterinarian. Her dad was so touched that he cried when I offered to talk more about being a veterinarian. Thank you for including me in this opportunity!"

Dr. Wendy Lester Knoll, director of veterinary quality, Banfield Pet Hospital

Dr. Andrea Sanchez teaches a family about pet exams at the USA Science & Engineering Festival in Washington, D.C.

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Barfield

In April, along with Mars, Incorporated, Banfield attended the USA Science & Engineering Festival in Washington, D.C. This two-day event provided immersive exposure to the incredible range of opportunities in science, technology, engineering and math (STEM) fields, helping to generate interest in STEM careers among young students. There is a growing need for qualified professionals in these fields — after all, the more veterinarians enter the profession, the more pets we can help. However, there is also a persistent shortage of graduates to fill those jobs. It is critical for companies like Banfield to actively encourage young people - particularly young girls, as women are still significantly underrepresented in the sciences - to consider a future in STEM. Associates from Banfield and across the Mars Petcare family shared information about veterinary science, animal health and wellness, pet nutrition and more with students from grade schools and colleges across the United States.





# **REACHING STUDENTS OF ALL AGES**



# 66

It was a special moment in our hospital to see the power of the human-animal bond and the incredible difference it can make in a person's wellbeing. We are excited to partner with Nicholas and his family to ensure Koda receives the care he needs. He is a very special dog!"

**Dr. Meredith Howe** 

chief of staff, Banfield Pet Hospital, Frisco, Texas

# SUSTAINING THE POWERFUL HUMAN-ANIMAL BOND

Anyone who has ever shared their life with a companion animal understands the powerful bond that can develop between people and pets. In our hospitals, we see tangible evidence of the deep care, compassion and love people feel for their pets, and the emotional bond that they share. We know pets provide comfort, affection, joy and even exercise for their families, and that owning a pet has measurable, positive impacts on human health. Banfield supports organizations that help to explore, promote and sustain the impacts of pet ownership. Every year, we donate \$50,000 to the Human-Animal Bond Research Institute (HABRI), a nonprofit that promotes the positive health impacts of pet ownership through science, education and advocacy. With support from Banfield and other partners, HABRI conducts research, analyzes data and shares insights on the impact of pet ownership and the effects of the human-animal bond.

# FULFILLING PET-RELATED WISHES

Banfield supports Make-A-Wish<sup>®</sup>, a national children's charity that brings wishes to life for children with critical illnesses, through inkind donations of veterinary care and pet supplies. Whenever a local Make-A-Wish chapter receives a pet-related wish, Banfield activates the support of one of our nearby hospitals, offering a VIP veterinary visit designed to start the family and their new pet off with the very best care. As part of the visit, Banfield provides a free wellness exam and a one-year Optimum Wellness Plan<sup>®</sup>. The plan covers preventive care, including routine vaccinations, comprehensive wellness exams and unlimited office visits. This year, we had the special honor of granting our 75th pet-related wish to a child and their new pet.



#### MAKE A WISH IN ACTION

#### A Happy Home for Nicholas and Koda

Welcoming a new pet can be an exciting time for any family, but for Nicholas, who at just 12 years old was in remission for T-cell leukemia, getting a puppy was a wish come true. In a letter to

Make-A-Wish<sup>®</sup>, Nicholas shared that he used to be afraid of dogs, but he gradually overcame his fears thanks to therapy dogs working in the hospital. He began looking forward to spending time with the dogs that made him feel better after treatment. Nicholas had done his research, and asked wishgranters for a Poodle mix he and his sister could care for. He also wanted to know how to take the best care of his new family member — the same kind of care his mom takes of him.

On the day his wish came true, Nicholas and his family went on a special scavenger hunt. The clues led him to Koda, the Maltipoo puppy of Nicholas' dreams. True to his word, Nicholas immediately took Koda to Frisco, Texas, for his first veterinary appointment at Banfield. The Frisco hospital team made the experience special for Nicholas and Koda, rolling out a red carpet and decorating the hospital with balloons. Associates conducted a comprehensive wellness exam, helped Nicholas learn how to take the very best care of Koda, and made sure the family had items they needed to welcome Koda into his new forever home. Banfield also donated an Early Care Plus Optimum Wellness Plan to cover all the preventive care Koda would need as his relationship with Nicholas grows stronger. Though he has a long road ahead of him, Nicholas shared, "I know that when I go home I'll see him, and that makes me



# **OFFERING HOPE TO** PETS IN CRISIS

Banfield believes all pets deserve access to quality veterinary care, regardless of circumstance. Sometimes families come to our practice with very sick or injurerd pets who need emergency care that costs far more than the family can afford. For qualifying families, Banfield offers Help Overcome Pet Emergencies (HOPE) Funds, which help with the cost of emergency treatment for pets that unexpectedly become ill or injured and need urgent or life-saving veterinary care. When an associate sees a pet in desperate need and a family facing financial hardship, the HOPE Funds program enables associates to help the family with an otherwise unaffordable emergency cost.







\$240,778 HOPE FUNDS DISTRIBUTED

318 APPLICATIONS FUNDED

202 PARTICIPATING HOSPITALS

18 • WELLNESS OF PETS 🚫

#### HOPE FUNDS IN ACTION

#### Keeping Buddy on His Toes

Buddy is a 2-year-old Chihuahua who suffered several fractured toes after a 25-pound vice was accidentally dropped on his tiny foot. He needed ongoing veterinary care to set his broken toes and monitor progress as he healed. But Buddy's owner couldn't afford the cost of urgent care for Buddy's foot, let alone weekly follow-up visits.

Our associates knew HOPE Funds could help. They worked with Buddy's owner to fill out the necessary paperwork to apply for financial support from Banfield. With the help of HOPE Funds, Buddy's owner could afford to bring him in every week for a new splint until he finished healing six weeks later. Buddy's owner was extremely grateful that his best friend was able to get the treatment he needed to get him back on his feet.



# HELPING PEOPLE AND PETS PREPARE FOR NATURAL DISASTER

Just as we feel a responsibility to support people and pets on the worst days of their lives, Banfield also feels a responsibility to help our associates, clients and communities prepare for the worst, and respond quickly and effectively when disaster hits. This year, Banfield conducted a study of 1,000 pet owners living in states where they are most susceptible to disasters to establish a baseline of preparedness, and found that 91 percent of pet owners are not prepared for the next disaster.

On May 12, in conjunction with the Federal Emergency Management Agency's National Animal Disaster Preparedness Day and the start of hurricane season in June, Banfield Pet Hospital and the Banfield Foundation launched a nationwide disaster-preparedness campaign, with additional emphasis on communities still recovering from the devastating 2017 hurricane season. This included:

- A public service announcement from TV personality Sean Lowe and his dog, Ellie. Sean helped to evacuate people and pets from Houston ahead of Hurricane Harvey, and shared why it is so important for families with pets to have a plan in case of disaster. In interviews with reporters, on social media and in our own promotion, Sean urged pet owners — particularly those in high-risk areas — to create a disaster plan that includes pets.
- Disaster preparedness tips and a checklist available in all Banfield hospitals, offering clients insights into how to create their own petfriendly disaster plans.
- Pre-assembled pet disaster preparedness kits available through the Banfield Foundation. For a donation of \$45 or more, Banfield Foundation donors received a disaster preparedness kit, with all proceeds going to fund future disaster relief efforts. Banfield also distributed disaster preparedness kits to families with pets living in areas susceptible to disaster. Ultimately, the foundation equipped 1,004 pet owners with their own kits and donated 1,000 kits to vulnerable pet owners in communities affected by Hurricanes Harvey and Maria in 2017.



# 66

The Banfield volunteers once again were awesome to work with and so efficient. They were a well-oiled machine today. We can't wait to introduce the cats to the new space. It is such a welcoming addition to our lobby and will no doubt be a popular attraction."

#### Kerry McKeel

senior communications specialist, Harris County Animal Shelter, Houston, Texas

### HURRICANE HARVEY: ONE YEAR LATER

One year after Hurricane Harvey — one of the most costly and devastating hurricanes in U.S. history — made landfall in Houston, there was still plenty of work to be done. In honor of the one-year anniversary, Banfield organized three events, in partnership with the Banfield Foundation, to serve those who had been most impacted by the disaster including the largest single-day preventive care clinic in the history of our community giving efforts. At that clinic, Banfield associates braved 100-degree heat to volunteer, ensuring 208 vulnerable pets received much needed preventive care.

Next, Banfield held a second clinic to help prepare shelter pets for adoption. During the clinic, associates performed spay and neuter surgeries on shelter pets. During this event, associates also distributed disaster preparedness kits to families and local shelters, courtesy of the Banfield Foundation.

In addition to offering critical veterinary care to vulnerable pet owners, Banfield also worked to make over Harris County Animal shelter, which was full of cats surrendered after the hurricane. These cats were housed in kennels, waiting for forever homes. With some hard work from Banfield associates and a fresh coat of paint, the shelter's cat room was transformed into a space where cats were able to spend time comfortably outside of their kennels in an open space that promoted socialization with each other — and with their future families.

> **350** PETS IMPACTED

350 HOURS VOLUNTEERED

\$15,952 WORTH OF VACCINES, PREVENTIVE MEDICINES AND SUPPLIES DONATED



Photo Credit: Bethany Womack (all on this page)







#### BANFIELD FOUNDATION HIGHLIGHT

#### **Returning to Puerto Rico**

In partnership with the Humane Society of the United States and a coalition of 21 and local government agencies, the Banfield Foundation supported an unprecedented, four-phase Spayathon for Puerto Rico. The Spayathon consisted of no-cost, high-quality spay and neuter clinics, as well as vaccines and preventive medicines donated by the Banfield Foundation to more than 20,000 pets in underserved communities. The Spayathon represents a critical first step in number of stray pets in Puerto Rico.

> 23 COALITION PARTNERS

NO-COST CLINICS

8 **MUNICIPALITIES** 

20,000 **OWNED PETS** SPAYED/NEUTERED AND VACCINATED

> \$100,000 IN VACCINES



# MARS AMBASSADOR PROGRAM IN PUERTO RICO

Almost one year after Hurricane Maria destroyed much of the United States Commonwealth of Puerto Rico, a group of representatives from Mars Petcare brands, returned to Puerto Rico for a Mars Ambassador Program (MAP) assignment, and joined forces with local Banfield associates to provide support to 217 pets at two animal shelters.

At one of the shelters, nearly every dog was infected with Ehrlichia, a tick-borne disease that can be fatal if left untreated. Alongside other MAP associates, Banfield veterinarians and veterinary technicians helped to administer antibiotics to Ehrlichia-infected pets, as well as vaccinations and flea and tick preventives. The team also helped to renovate one of the shelters and prepare dogs for their forever homes. Over a week, Mars associates from around the world sanitized and repaired kennels, washed dogs, and created updated adoption profiles and medical records. The time and talent shared by these associates, shines a bright light on our purpose: A BETTER WORLD FOR PETS.

> 217 PETS HELPED





#### Veterinary Emergency Response Vehicles

When disaster strikes, emergency responders must be ready to spring into action, traveling quickly to areas where help is needed and providing critical aid in harsh conditions. Mobile response units help emergency response teams stay agile, ensuring volunteers and supplies can reach people and pets in crisis as quickly as possible, and that life-changing care for pets can be provided in mobile exam rooms and surgical suites. Banfield and the Banfield Foundation are committed not just to showing up to help when natural disasters strike, but also to helping veterinary emergency responders across the United States stay stocked with supplies and ready to mobilize at a

emergency response vehicles that support critical care for vulnerable pets in communities affected by disaster. Through flooding, wildfires and hurricanes — and even in extreme cases of animal hoarding, neglect or abuse — these response vehicles help to make a difference for people and pets impacted by disaster. Our support for mobile response units continued to grow in 2018, and today the Banfield Foundation provides Disaster Response grants that help support a range of emergency response units, including:

- American Humane's 80-foot Northeast emergency response truck, which has played a critical role in providing emergency veterinary support in mid-Atlantic and southeast states impacted by hurricanes for the past three years.
- American Humane's 50-foot West Coast emergency response truck, which has enabled veterinary teams to help people and pets displaced by devastating California wildfires, and assisted Washington since its launch in September 2017.
- A custom-built mobile emergency response truck to support mobilizations of Texas A&M University's Veterinary Emergency Team (VET). Designed to support crisis response around veterinary emergencies across the state of Texas, the VET Response unit is fully equipped to sustain 48 hours of care without the need for resupply.

- + A 54-kennel mobile pet shelter built for the Louisiana Department of Agriculture and Forestry, to expand emergency shelter capacity for pets. Able to travel to where shelter is needed, the truck expands the state's ability to respond to floods and other crises, and to keep pets displaced by disaster safe alongside their families.
- + A 44-foot trailer for the University of Florida College of Veterinary Medicine's Disaster Response Team, funded in collaboration with PetSmart Charities<sup>®</sup>. In addition to enabling veterinary emergency response in communities affected by natural disaster, the new vehicle will also support training for students and community volunteers interested in disaster response.





# BUILDING THRIVING COMMUNITIES TOGETHER

Pets have a positive impact on the health and wellbeing of the people whose lives they touch, and Banfield believes that supporting strong, thriving communities means ensuring all pets are happy, healthy and welcomed. So, in addition to the care we offer to clients and pets in our hospitals, we also work to serve animal shelters in our communities. Banfield associates volunteer their time, talent and resources to help prepare shelter pets for that most important step: finding loving homes. We also seek to do good throughout the community, from beautifying and improving public spaces, to supporting organizations that help people and pets in need.



#### 771 PETS HELPED

# 24

EVENTS

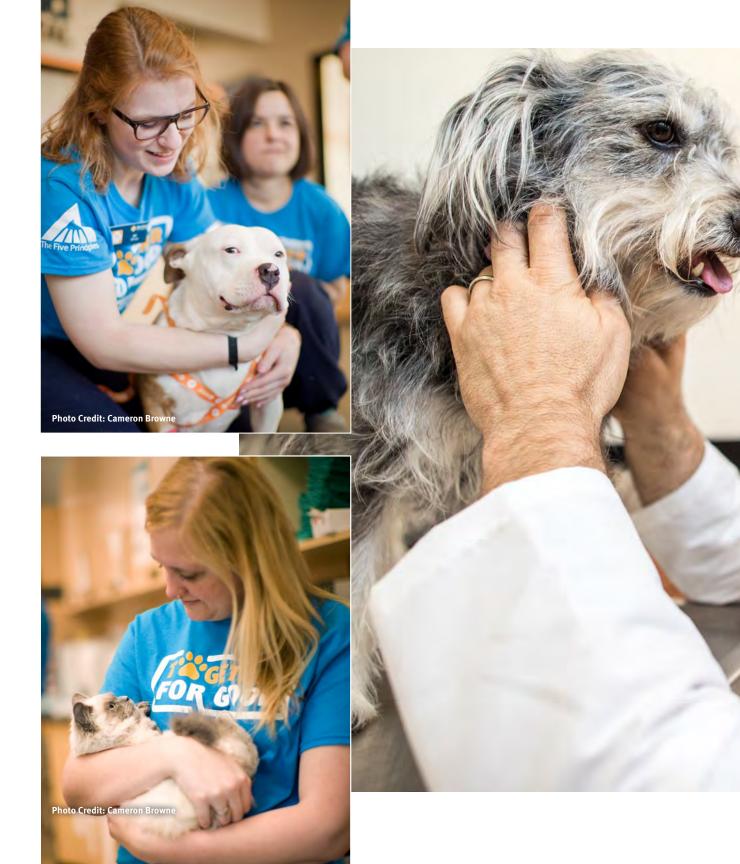
5,320 HOURS VOLUNTEERED

> **68** SHELTERS IMPACTED

\$383,363 VALUE OF VETERINARY SERVICES

# **NEW HOSPITALS MEAN NEW CHANCES FOR FOREVER HOMES**

Our growth helps to ensure every pet is able to access quality veterinary care, and enables us to establish close community partnerships that improve the lives of people and pets. But in addition to supporting the wellbeing of pets in loving homes, we also want to help pets that are still waiting for forever families. So, before we open a new Banfield hospital, associates spend three days giving 100 percent of their attention and support to shelter pets that have limited or no access to much-needed veterinary care. Partnering with local animal welfare organizations, Banfield associates at new hospitals welcome shelter pets for wellness exams, vaccinations and preventive medicines, spay and neuter surgeries, dental cleanings and other essential veterinary services that can prepare them for adoption. Even pets that might be considered unadoptable because of their conditions receive help.



Dr. Ari Zabell examines a pet during a preventive care visit.



30 • WELLNESS OF COMMUNITIES

Huddle Board

5176

We are



#### SHELTER SERVICES IN ACTION

### Haygood is HayGREAT

The team at Banfield's newly opened Haygood hospital in Virginia Beach, Virginia, embraced Banfield's culture right from the start. After a week of team training and bonding, associates worked to provide care to as many pets as possible from two local shelters: Isle of Wight County Animal Control and Portsmouth Humane Society. Over the course of three days, the Haygood team donated \$26,169 worth of veterinary services, including spaying and neutering, dental cleanings and extractions, preventive care and more to 73 pets. The team left training week with a motto sure to set them up for future success: "We're not just Haygood ... we're HayGREAT!"

Stacie Kite soaks up ne affection from one ner patients.



# MINIMIZING OUR ENVIRONMENTAL IMPACT

Large organizations like Banfield Pet Hospital, with hospitals in 42 U.S. states, as well as Washington, D.C., and Puerto Rico, understand that having access to extensive resources comes with an added responsibility to use those resources for good. It also comes with an obligation to lead by example, and to embrace and expand actions that help achieve near-term and long-term progress toward our purpose: A BETTER WORLD FOR PETS.

We are acutely aware that as a veterinary practice with more than 1,000 hospitals in operation, we must be mindful of our consumption of the world's precious resources, and of the waste we produce. We are continually seeking ways to increase sustainable practices in our hospitals and our headquarters, and to minimize our environmental footprint. By measuring our impacts year over year, we are not only keeping ourselves accountable as responsible stewards of the environment, we are also helping to preserve and improve the world we share, for generations to come.

# OUR COMMITMENT TO SUSTAINABILITY

Banfield is proud to be headquartered in a LEED Platinum Certified building — the highest level of environmental certification for commercial structures — a constant reminder of our commitment to caring for the world around us.





**REDUCING WATER USE** 

263,000 gallons of city water use was avoided through a rainwater harvesting system.



#### **REDUCING CO<sub>2</sub> EMISSIONS: SUPPORTING ELECTRIC VEHICLES**

12,865 pounds of  $CO_2$  reduced by supporting electric vehicles.



#### **DECREASING ENERGY CONSUMPTION**

Consumption is about 30% less than a typical sized building without LEED-driven efficiencies.

# DINING WITH A PURPOSE

At Banfield headquarters, healthy dining options are offered to associates in an on-site cafeteria, which is an enthusiastic partner in our sustainability journey. When there is extra food that isn't consumed, Banfield works with Share, a local nonprofit, to donate any excess food to people who need it, reducing our waste and helping provide quality resources to low-income and homeless members of the community. Banfield's Bistro donated 3,250 pounds of food in 2018.

# ENVIRONMENTAL SUSTAINABILITY IN OUR HOSPITAL

While our headquarters showcases our commitment to sustainability, our hospitals are the drivers of environmental sustainability. We are continuing our ongoing effort to reduce our consumption of nonrenewable resources and our production of non-recyclable and non-recoverable waste.





### **STAYING SHARP ON RECYCLING**

Responsible disposal of sharps and medical waste across our hospitals helped us divert **404,644 pounds of waste** from landfills.



### **A BRIGHTER FUTURE**

We've installed LED lighting in 24 new hospitals, which cuts lighting energy consumption by approximately 60 percent.



#### **FROM THE BOTTOM UP**

930 of our US hospitals have sustainable flooring, reducing the need for chemical-heavy products and saving \$4,000 - \$7,000 in floor care costs per year for each hospital.



### **REDUCING OUR IMPACT**

At all of our hospitals, we encourage recycling as much as possible. This year, we recycled **722,776 pounds of paper.** 



#### **SETTING OUR SIGHTS HIGH**

This year we recycled **25,000** fluorescent lamp lightbulbs, an increase from last year.



#### **GROWING OUR COMMITMENT**

In 2018, our hospitals avoided 183,370 pounds of cardboard by using totes instead of boxes, ultimately saving 1,559 trees, 1,558,645 gallons of water, and 34,830 gallons of oil.



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To be honored among the Civic 50 for the second year in a row is a testament to the incredible dedication and expertise of our associates in serving pets, their owners and communities in need."

> **Brian Garish** president, Banfield Pet Hospital

# LEVERAGING **BANFIELD'S SIZE FOR GOOD**

The veterinary industry is full of people who were motivated to enter the field for one overarching reason: to make a difference. A survey of our own associates at the end of 2017 confirmed this motivation doesn't diminish over time, and that it extends beyond the desire to use veterinary science to help people and pets. Nearly 94 percent of our associates have told us that a commitment to giving back to the communities we serve is an important factor in their decision to work at Banfield, and we support our associates in giving back all year long.

That's why we are so honored to have been named one of America's 50 most community-minded companies for the second year in a row. Points of Light, a nonprofit organization dedicated to creating a culture of community service, recognized Banfield Pet Hospital, including the work of the Banfield Foundation, as one of the Civic 50. This award reflects the passion and dedication of our associates in serving people and pets, regardless of circumstance.







### MARS VOLUNTEER PROGRAM

Mars, Incorporated, our parent company, engages all of its brands in service throughout the year to communities around the world through the Mars Volunteer Program (MVP). As part of this year-round program, Mars encourages a special, month-long commitment to service every October.

While every Banfield market can participate during MVP spotlight month, those in Kansas City, Missouri, had an especially powerful experience this year. More than 20 associates in the area donated their time and expertise to provide medical exams and core vaccinations to pets whose owners were survivors of domestic violence. Practice Manager Tanya Butcher, who organized the event, said, "Being given the opportunity to do something bigger than yourself and the hospital you work in allows a new perspective on how we really do change lives every day." Associates in Kansas City are already planning a larger wellness clinic for next year with the power to reach more people and pets affected by domestic violence. We are proud to participate in this coordinated effort to have a significant impact on the lives of people and pets everywhere. In fact, Banfield has committed to serve 1 million people and pets through the MVP by 2020.



15,529 SERVICE HOURS

2,797 ASSOCIATE VOLUNTEERS

170,635 PETS AND PEOPLE IMPACTED

# MVP IN JULY

Summer provides an almost irresistible environment to give back to the communities we serve. For the past two years, Oregon and Washington associates have joined forces in July to help improve our communities for people and pets. We began our MVP in July activities at the Clark County Food Bank Farm, harvesting food for vulnerable families in the area. In the weeks that followed, associates went to Blue Lake Park to spread mulch and collect browse for elephants at the Oregon Zoo, sewed quilts that provide enrichment for Oregon Zoo primates, and helped to clean up Chimney Park, one of Portland, Oregon's, oldest parks for people and pets.



# VOLUNTEERING AS A BANFIELD FAMILY

In April of 2018, associates from our headquarters in Vancouver, Washington, and their families gathered for Family Volunteer Day. In all, 55 associates and family members volunteered more than 200 hours at Blue Lake Park. They got their hands dirty collecting yards of leaves and twigs as treats for elephants at the Oregon Zoo. They also spread bark and mulch around signs throughout the park, resurfaced the Central and Natural Playgrounds with playground chips and weeded large garden beds for planting.







Banfield associates and their family members volunteer at Blue Lake Park in Fairview, Oregon, on MVP Family Volunteer Day.

Photo Credit: Cameron Browne



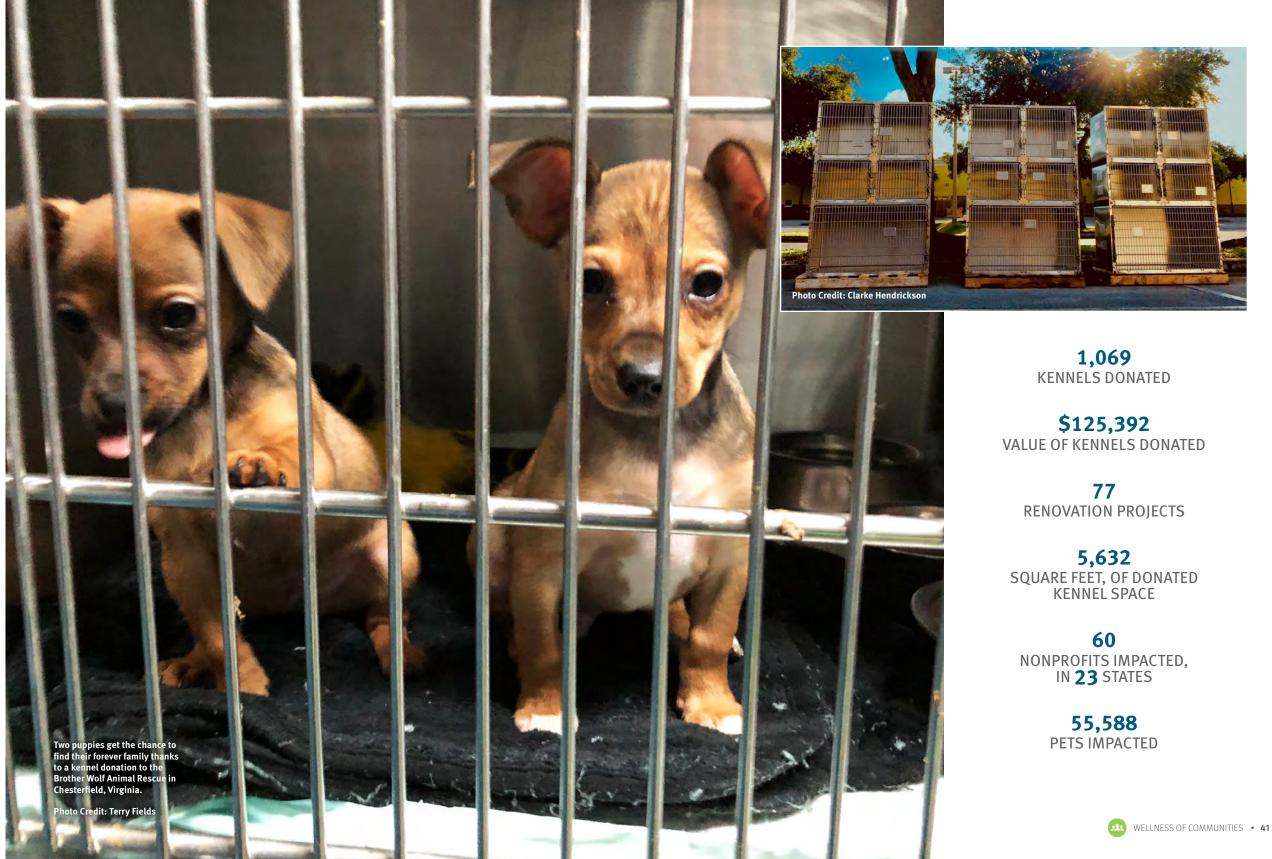
# SUPPORTING SHELTER PETS WITH KENNEL DONATIONS

When a Banfield hospital undergoes a renovation or construction project, we are often left with kennels we no longer need, but are still in great shape. When we find ourselves with usable kennels and no place for them, we reach out to local organizations in need of new kennels, including animal shelters, rescues, welfare organizations and county animal control departments. This year, Banfield donated dozens of used kennels to Brother Wolf Animal Rescue in North Carolina, an organization that played an instrumental role in helping to evacuate and provide safe shelter for pets affected by Hurricane Florence. Thanks to Banfield's donation and the added space it provides, Brother Wolf has been able to expand capacity and provide support for even more pets in need.

# 66

You'll be happy to know that because of the kennels we were able to have our legal holding capacity bumped from 12 cats to 35! That's a HUGE number of animals that will be saved, since most cats aren't in the kennels for more than a couple weeks before adoption. We also were able to complete our new quarantine space in their adoption center, which means we can take in more sick cats and kittens and provide them treatment on site. I don't know what we would have done without this donation."

> Audrey Lodato director of animal care. Brother Wolf Animal Rescue







# TOGETHER FOR OUR PEOPLE AND OUR PROFESSION

Being better together means taking care of our associates, and helping them to take care of each other. It means committing to helping improve the industry as a whole, and fostering the development of the next generation of veterinary professionals and paraprofessionals. It means helping to keep our associates and our industry connected to our communities through service.

Banfield seeks every year to expand the resources we offer to help our own associates grow personally and professionally. We also seek to engage young people through STEM-focused outreach and events that can foster future growth in our profession, and thus ensure we're able to help even more pets. We believe supporting the growth of our industry is essential to the fulfillment of our purpose: A BETTER WORLD FOR PETS.



# SUPPORTING A VETERINARY **COMMUNITY THAT'S BETTER TOGETHER**

The future of our industry can be seen in the creativity, passion and energy of our associates. When we motivate and inspire our associates, we can harness their power — disrupting and advancing the industry together. Banfield continued our focus this year on engaging associates in exploring the future of our industry through activities and programs designed to foster ingenuity and support our mutual growth.

# **OUR FIRST HACKATHON**

No one knows the industry better than the associates in our hospitals and our headquarters, who live and breathe the work every day. So, as we imagine what the future holds, engaging our associates can help us develop and achieve that vision faster. This year, we welcomed associates in co-creating the future at the first-ever 24-hour Banfield LEAP! hackathon event at our headquarters in Vancouver, Washington.

Working in 25 small, dynamic teams, associates identified major challenges and opportunities in five key areas of our business: hospitals, associates, pets, clients and communities. As the hours passed, each team developed creative ideas designed to help reduce friction and enhance excellence in various aspects of our operations. Five teams took home top honors such as "Best in Show" and "Best New Trick."

# **RECRUITING AND MAINTAINING A** TALENTED WORKFORCE

Banfield's leadership and growth in the veterinary industry depends on access to a strong, talented veterinary workforce that is driven to help shape and achieve a brighter future for the entire profession. To help support and advance the workforce we rely on, Banfield creates and supports programs designed to help advance the industry through associate personal and professional development. We support associates, and members of the veterinary community across the industry, in pursuing personal and professional growth through continuing education and collaboration with peers.





# ELEVATING THE ROLE OF VETERINARY TECHNICIANS



# 66

We believe that empowering veterinary technicians to work at the top of their license also enables veterinarians to do so, creating opportunities for every veterinary professional in our hospitals to deliver the care to pets they were trained to do — and love doing"

**Daniel Aja,** DVM, chief medical officer, Banfield Pet Hospital





# VETERINARY STUDENT DEBT RELIEF PILOT PROGRAM

Educational debt is a profession-wide issue that plagues thousands of veterinarians, and can negatively impact their emotional wellbeing. In December 2017, Banfield launched a first-of-its-kind Veterinary Student Debt Relief Pilot Program for our veterinarians who still bear the burden of student debt. As part of our commitment to supporting the financial health of our associates, Banfield's pilot program offers our eligible veterinarians a monthly contribution of \$150 toward qualifying student loans; access to financial counseling and debt consolidation services; low-interest refinancing; and a \$2,500 lump sum payment for each qualifying Banfield student program the doctor participates in before graduating. In less than one year since its launch, we have contributed nearly \$3 million toward our veterinarians' student loans through the monthly contribution option – and helped more than 80 of our doctors refinance their loans, for a collective savings of more than \$10 million from refinancing alone.

#### THE BANFIELD BETTER TOGETHER FUND

#### Helping Associates in Need

As members of the veterinary industry, our inclination is to help each other to the greatest extent of our ability. When we hear another associate has been impacted by a natural or man-made disaster, our first instinct is to reach out and offer help. In 2016, inspired by requests from associates who wanted to help each other after massive flooding in Louisiana, Banfield established a nonprofit for associates called the Banfield Better Together Fund (BBTF). Associates can donate money or the value of Paid Time Off to the BBTF, and associates who have experienced a disaster can apply for a grant to assist with disaster-related hardships, such as short-term housing accommodations. Since its inception, the BBTF has awarded \$118,550 in grants to qualifying associates.

# ENSURING A BETTER FUTURE FOR THE VETERINARY INDUSTRY TOGETHER

We know our future depends on the next generation of veterinary leaders, and that our efforts today to help develop those leaders are contributing to a bright future tomorrow. We help create and support programs that provide students with tools, mentorship and hands-on experience in our hospitals, so they can be more confident as they enter practice. We also know our future depends on our associates today, and we strive to support them as they pursue their aspirations. By helping to connect them to the broader profession, support ongoing education and professional development, and engage them in advocating for the future of the industry, we are empowering associates to reshape their own future and the future of the industry.

# SUPPORTING THE HEALTH AND WELLBEING OF THE VETERINARY INDUSTRY

In 2018, Banfield rolled out a new, comprehensive roadmap to health and wellbeing in our practice. This new roadmap reinforces our commitment to supporting every aspect of our associates' wellbeing, including:



# **Healthy Mind**

We know that providing quality care to clients and their pets requires emotional intelligence in addition to scientific knowledge. Over time, caring for pets can take an emotional toll. Banfield supports the emotional wellbeing of associates through resources that educate them about identifying and managing stress, conflict and compassion fatigue in practice.



# **Healthy Body**

Banfield offers a robust set of medical, dental, vision and prescription drug benefits for our associates, their partners and children.



# **Healthy Career**

We support our associates in developing their careers to their full potential. Through partnerships with national conferences, practice-paid memberships to professional associations and continuing education programs, we are helping associates build healthy careers at Banfield.



# **Healthy Finances**

Our pioneering Veterinary Student Debt Relief Pilot Program helps reduce the burden of student debt on Banfield's veterinarians and veterinary technicians. This program offers low-interest refinancing options, as well as reimbursement for participation in select Banfield student programs and monthly contributions of \$150 paid directly on qualifying student loans for participating veterinarians.



# **Healthy Community**

Feeling connected to the world around us is a critical element of wellbeing. Banfield supports inclusion and diversity in our practice, and empowers associates to engage not just in the communities we serve, but also in communities within our own practice. By helping to connect associates, and enabling them to share their experiences with others at Banfield, we are developing strong communities inside and outside our hospital walls.



# STUDENT IOB PROGRAM

As veterinary students prepare for life after graduation, many look for opportunities to get practical exposure to veterinary practice. These students share our view that there is no substitute for experience in a veterinary hospital setting when it comes to developing confidence and skill. In fact, recent research conducted by the University of Minnesota. in partnership with Banfield, showed that one of the reasons veterinary students may experience difficulty transitioning into practice after graduation is a lack of practical experience providing care to pets in clinical settings.

Banfield offers veterinary students three opportunities — the Student lob Program. Student Externship Program and Student Ambassador Program — to help prepare for practice by exposing them to an average caseload of veterinary work alongside seasoned associates. Each year, these programs provide critical experience and direct coaching from skilled Banfield doctors to more than 800 students in select hospitals.

Banfield's Student Job Program (SJP) offers veterinary students hands-on experience and coaching within our hospitals. To help give these SJP students the experience of working at Banfield, many have the opportunity to volunteer alongside other associates while giving back to the community through our Mars Volunteer Program (MVP).

This year, Dr. Jessica Cabrera, chief of staff in Reston, Virginia, organized a shelter volunteer event with Prince William Humane Society in Northern Virginia, where students spent time cleaning kennels, feeding dogs and cats, walking and exercising dogs, and socializing with the cats.

# 66

I am so grateful to be able to influence the future of the veterinary profession by being the area SJP champion the past two years, as well as being able to mentor future veterinarians. It allows us to give back to the community and foster passion for the profession for the students."

> **Dr. Jessica Cabrera** chief of staff, Banfield Pet Hospital Reston, Virginia



# 66

I was able to put all of my skills that I have learned so far this summer to use and it means a lot to be a part of the Banfield family that helps the community immensely."

**Student Job Program participant** 

# CONTINUING EDUCATION PROGRAMS

At Banfield, we believe it is important to share our resources with the wider profession. National veterinary conferences offer a unique opportunity to do that through education. This year, we presented continuing education focused on providing teams with the tools and resources they need to build healthy workplaces and support work-life balance. Veterinary professionals participating in this program learned about managing and preventing compassion fatigue, developing resilience in the face of stress and confronting conflict within teams. By developing and presenting continuing education, we are sharing our knowledge and expertise as the largest general veterinary practice in the United States with veterinary professionals across the industry.

We also presented at the American Association of Veterinary Medical Colleges and American Veterinary Medical Association's Wellness Summit. At this event, Banfield's senior director of Health & Wellbeing revealed our practice's approach to supporting associate wellbeing in the hopes that our experience would inspire others to create similar programs.

# **PROVIDING OPPORTUNITIES TO VETERINARY STUDENTS**

Banfield is proud to sponsor the Veterinary Business Management Association (VBMA), a student-driven organization focused on the future of the veterinary profession. The VBMA seeks to advance the profession through increasing business knowledge, creating networking opportunities, and empowering students to achieve their personal and professional goals. As students prepare to transition from the classroom to the exam room, the VBMA provides critical support by helping students develop the skills and networks to achieve their personal and professional goals.

# 66

I've been to legislative events when I served as a politician in my former career, but the AVMA Fly-In is not your typical fly-in. The experience far exceeded my expectations. I was amazed at the level of engagement from the veterinary students and the caliber of the training that was given before we went to the hill."

Dr. René Varela vice president of veterinary quality, Northeast Region



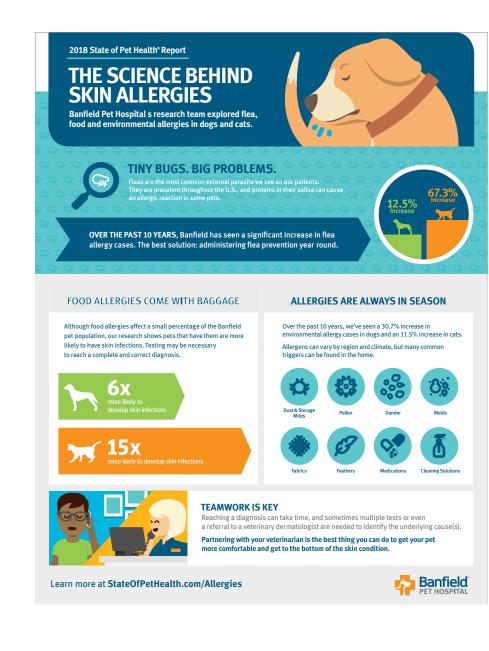
# AVMA LEGISLATIVE FLY-IN

Every year Banfield sponsors the American Veterinary Medical Association's (AVMA) two-day Legislative Fly-In. The annual event engages veterinary students and veterinarians, fostering stronger awareness of the impact policymaking has on their career and also encouraging advocacy around issues that support the future of the industry. This year, the event focused on advocating for the 2018 Farm Bill and reauthorization of the Higher Education Act.



# STATE OF PET HEALTH REPORT

For the past eight years, Banfield has produced a report based on the health trends we're able to glean from millions of patient visits every year. The State of Pet Health Report<sup>™</sup> provides pet owners and veterinarians with information and insights on pet health issues by species, breed, location and more. The 2018 State of Pet Health Report provided insights into the rising incidence of skin allergies in pets, including factors that contribute to allergic reactions in dogs and cats. Condensing complex information and extensive data into accessible, easy-to-use reference materials, Banfield's State of Pet Health Report allows us to share key insights from our data, benefiting pet owners, associates and the wider veterinary profession.





# NATIONAL VETERINARY **CONFERENCE PARTNERSHIPS**

Banfield supports veterinary professionals as they continue to grow and develop. In addition to providing practice-paid continuing education, we also encourage our veterinary professionals to attend national conferences, so they can further deepen their knowledge and provide high-quality care. Attendance at national conferences allows our associates to stay connected to the industry, helping practitioners continue to grow and ensuring our hospital teams have the tools and information they need. These conferences also keep industry professionals informed about the latest research, tools and treatments. In 2018, Banfield partnered with five national conferences, empowering more than 900 of our associates to develop in their careers.

# VETERINARY PROFESSIONAL MEMBERSHIPS

Banfield offers veterinarians in select states practice-paid memberships to their state Veterinary Medical Associations (VMAs). More than 90 percent of Banfield doctors have access to this benefit, which provides opportunities for doctors who want to get more involved in their community through events such as participation in continuing education programs, networking and leadership.



In addition to state VMA memberships for Banfield veterinarians, we also offer practice-paid memberships for our veterinary technicians to the National Association of Veterinary Technicians in America (NAVTA). NAVTA is a professional organization for veterinary technicians that provides access to continuing education and networking opportunities, among other benefits.

Beyond practice-paid memberships in professional organizations, Banfield maintains partnerships with other key associations within the profession, including our newest partner, PRIDE Veterinary Medical Community.

# PET HEALTHCARE INDUSTRY SUMMIT

Banfield hosts an annual summit that convenes leaders from across the veterinary industry to discuss critical issues facing the profession today. Working together, industry leaders share insights, explore solutions to tough challenges and imagine ways to advance the profession. In 2018. Banfield's Pet Healthcare Industry Summit focused on the importance of supporting and advancing the role of veterinary technicians, essential members of a hospital team whose skills are too often underutilized.



# **VET REPORT**

Banfield partners with the North American Veterinary Community (NAVC) to create the annual Veterinary Emerging Topics (VET)<sup>™</sup> Report, which provides the latest in evidence-based insights for the veterinary profession. Through the VET Report, we are working to advance awareness of important issues in veterinary medicine and pet health, to elevate veterinary quality and medical understanding across the industry, and to improve health outcomes for pets. This report was unveiled at NAVC's annual conference where Banfield associates and key profession leaders presented continuing education that dug deeper into the topic and sent attendees home with actionable insights for their own practice.



Veterinary Emerging Topics (VET)<sup>®</sup> Report

January 2018







# WOMEN'S VETERINARY LEADERSHIP DEVELOPMENT INITIATIVE

More than 85 percent of Banfield's associates are women. They are brilliant people who strive to improve the lives of people and pets through the work they do every day. We support professional development and industry leadership among these women and the advancement of female leadership across the industry. We believe female veterinary professionals should have equal access to leadership opportunities and are actively engaged in promoting diversity at all levels of the industry.

Banfield supports the Women's Veterinary Leadership Development Initiative (WVLDI), an organization that encourages women in leadership and decision-making positions in the veterinary industry. We are so proud of Dr. Kimberly-Ann Therrien, Banfield's Midwest regional vice president of veterinary quality, who was appointed president-elect of WVLDI this year. Through her leadership of WVLDI, Dr. Therrien continues to support the professional development of female veterinary professionals at industry conferences, including presenting on work-life balance, leadership skills and developing a clear career path.



# 66

As we look back at Banfield's Corporate Social Responsibility efforts in 2018, one thing is clear: by lifting the people, pets and communities whose lives we touch every day through service, we are also lifting ourselves. Simply put, care brings us together — and we're better together."

> Brian Garish president, Banfield Pet Hospital

Photo Credits (left to right): Connor Limbocker Bethany Womack Bethany Womack Connor Limbocker



TO LEARN MORE, VISIT US ONLINE AT: Banfield.com/Community