



IMPROVEMENTS AT ENVIGO'S CUMBERLAND, VA FACILITY

TOTAL NUMBER OF DOGS ON-SITE REDUCED

More than 480 canines have been placed in forever homes through partnerships with various adoption agencies. Envigo is committed to supporting and continuing these adoption efforts to ensure that, when possible, dogs that cannot contribute to the advancement of human or animal health can be given a safe and loving home..

In addition, Envigo has made the following improvements over the past 4 months:

- Our team has improved outreach with key research centers to ensure beneficial placement of canines as we continue our efforts to reduce the number of dogs on-site..
- The number of older, non-breeding dogs on-site has been reduced by more 1,300, and we are 85% of the way to our goal of having fewer than 100 at any time.
- The ratio of caretakers to dogs has improved by nearly 70%, and we expect to achieve our goal of 100:1 in the second quarter of 2022.
- We now have two dedicated veterinarians on-site and are increasing our overall company veterinary staff to ensure that urgent care can be 'flexed' to the site if needed.
- We have completed 60% of the facility/infrastructure improvements identified. We have also committed additional resources to building 'play sites' for enrichment of the dogs' environment and to improving overall enrichment.

The actions taken to date have prevented the euthanization of animals and ensured they are utilized for necessary research or placed in a safe and loving homes.

Our adoption agency partners have recognized that the health conditions of the animals they have received for adoption have been excellent. In addition, the dogs that have been adopted have not displayed any signs of mistreatment or subsequent underlying health concerns as cited in recent USDA inspection reports.

INCREASED STAFF ON-SITE

- Starting salaries for Cumberland staff have been increased by 33%, and existing hourly staff salaries were increased by at least \$2.50/hr.
- We are offering a \$5K sign-on bonus for all open positions and enhanced employee referral bonuses.
- Hired a dedicated personnel recruiter in Cumberland.
- Utilized social media platforms to advertise open positions with a dedicated focus on Cumberland.

ANIMAL WELFARE AND SITE ENHANCEMENTS

- More than 2,700 physical examinations have been completed to ensure that all dogs on-site are receiving proper and regular veterinary care.
- The VP of Operations for North America, global head of veterinary medicine and numerous contract veterinary technicians have spent multiple weeks performing nearly 2,000 dental exams and procedures.
- We have implemented processes to better track animals in need of veterinary support. Employees have been re-trained to identify issues and ensure timely care is given and received.
- Staff training has been increased to ensure compliance. We have also upgraded record-keeping systems and improved SOPs.
- Enhanced cleaning processes have been implemented; added more power washers.
- Flooring in cages has been upgraded, whelping enclosures have been enlarged; rusty gates/panels have been cleaned and upgraded, damaged toys replaced, continuing expansion of play areas.
- Contracted with a new pest control company to provide a more comprehensive and thorough program.
- Hired a canine behaviourist consultant to evaluate and assist in identifying housing improvement and enrichment to reduce fighting.
- Invested more than \$3 million over the past five years to fund new outdoor play areas, new heating system, new digital radiography equipment and upgrade kennel enclosure panels and whelping (birthing) areas.
- Working with an engineering consultant to design and implement a new building cooling system to ensure compliance with regulations.