

# VET.CT Impact Report 2025



EXCEPTIONAL  
CONSULTANCY



EXCEPTIONAL  
EDUCATION



EXCEPTIONAL  
RADIOLOGY



# A WORD FROM OUR FOUNDER



I am delighted to be introducing our first VET.CT Impact Report. My motivation for founding VET.CT was to have a positive impact - supporting colleagues in practice seeking imaging advice to aid the diagnosis and management of their cases. Each 'case' is someone's companion, their leisure time, and in some cases their livelihood. Beloved and important animals who deserve the best possible care we can give, looked after by compassionate, caring and committed veterinary teams.

This motivation continues to galvanise our team in providing advice and support to our growing global client base of practices and universities. Our impact is driven by a genuine desire to support great patient outcomes and learning experiences, and to help veterinary team members have a better day. We understand deeply the challenges faced by the incredibly compassionate, caring professionals in delivering care. We recognise the growing demand for accurate, accessible radiology services for all animals. Compounding this, we also acknowledge the shortage of veterinary radiologists. We take seriously our responsibility to help educate the next generation of vets and radiologists, while also making their working lives more sustainable and fulfilling through innovation in the field of radiology.

This year has been bittersweet for VET.CT as a company. There has been much to celebrate! We began the year with the fantastic news that we achieved B Corp certification, embedding our determination and purpose to be a force for good in the veterinary industry and beyond.

Following our commitment to operating as a carbon neutral company from 2023, we went a step further and set verified targets to become net zero by 2050. Our radiology services have been busier than ever, with record levels of clients and cases and welcoming new radiologists to help us meet the growing demand. Our education services continue to provide much needed support to faculty members, and our ever popular boot camps moved online to improve access and support more final year residents preparing for board exams.

However, business is rarely all about success, and as leaders we are often faced with difficult decisions to ensure the sustainability of the company. This year, our hardest decision was to close our specialist case advice service. The feedback on the service was incredible, with many loyal clients embedding it to great effect in their daily clinical workflows. However, wider adoption of teleconsulting remained challenging. Despite our continued efforts over seven years, championing and iterating to drive wider engagement, and compounded by the economic headwinds, the service was no longer sustainable. I continue to believe in the concept of teleconsulting - giving veterinary teams easy, rapid access to specialist case advice - and would like to take this opportunity to thank the wonderful specialists and support team members who provided a truly outstanding service, and our clients who were such passionate advocates of the impact it had on their teams and patients.

Reflecting on this report, I am deeply grateful for how far we have come and the continued trust placed in us by our clients. We deeply care about every single patient, veterinary team member, educator and student whose day we impact in some small way. Care and Trust are the heartfelt meaning behind the 'C' and 'T' of VET.CT.

I am excited for the future as we continue to evolve and expand our service offerings with our talented team of world-leading veterinary specialists, technology experts and exceptional support staff. Our determination remains to grow our impact, maintaining the quality and accuracy of our services while adapting to meet the changing needs of veterinary teams and educators, accessible across the spectrum of contextual care, and available to all animals that could benefit.

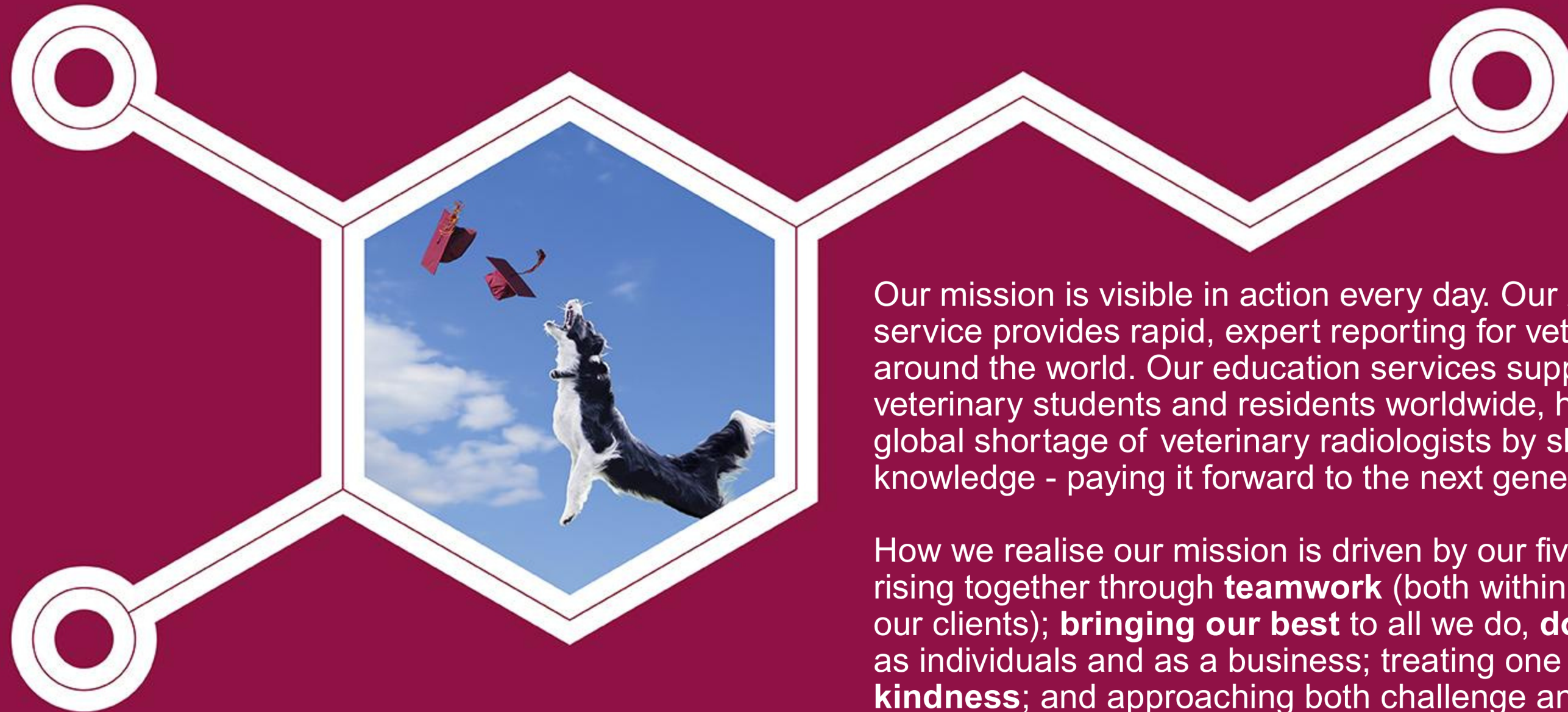


**Dr Victoria Johnson**  
CEO and Founder



# MISSION, VALUES and IMPACT

Our mission is simple and powerful: to make the veterinary world a better place.



Our mission is visible in action every day. Our 24/7 teleradiology service provides rapid, expert reporting for veterinary teams around the world. Our education services support educators, veterinary students and residents worldwide, helping address the global shortage of veterinary radiologists by sharing expert knowledge - paying it forward to the next generation.

How we realise our mission is driven by our five core values: rising together through **teamwork** (both within our team and with our clients); **bringing our best** to all we do, **doing the right thing** as individuals and as a business; treating one another with **kindness**; and approaching both challenge and opportunity with **curiosity**.

This report highlights how our mission and values have shaped our impact over the past year - for our people, our partners, our patients, and our planet.

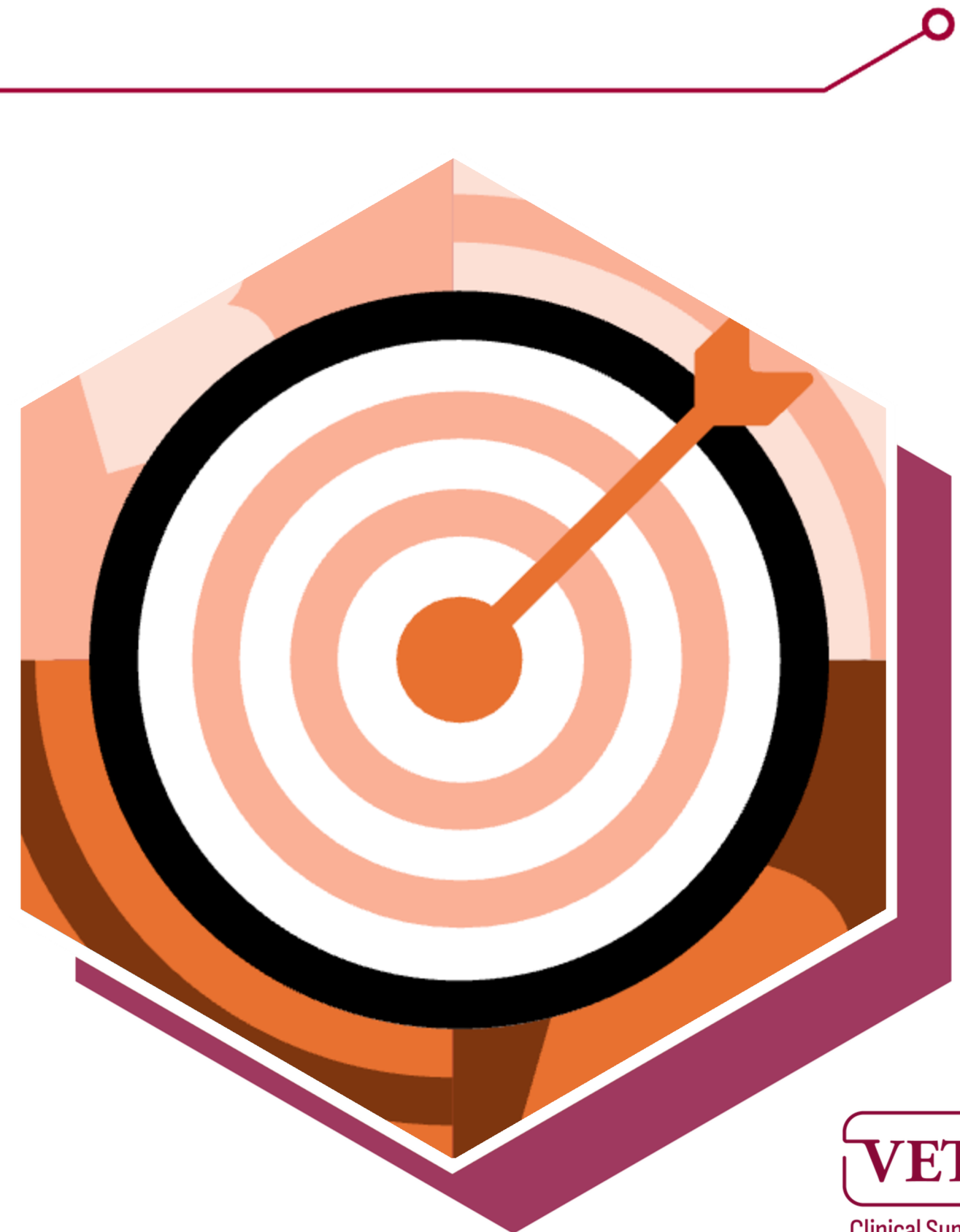
# 1. Purpose & Governance: Doing the Right Thing

Our governance is built around integrity and doing the right thing for our patients, the people we work with and considering our impact on the planet.

In 2025, we reported over **100,000 cases**, helping inform patient care for over **93,000 animal patients**.

We maintain world-leading clinical quality, with an error rate of **<0.3%**, maintained by our internal second opinions on cases, robust quality control checks and active monitoring of customer satisfaction. Our quality is backed up by our **unique clinical warranty** on our radiology reports.

We evolved our oversight and integrity practices by introducing a formal policy on contributions and sponsorships, and rolling out an annual conflict of interest questionnaire for board members. We also began shaping a stakeholder engagement plan informed by our mission, to ensure that our efforts are focused where they create the most impact for our patients, clients and the wider industry.



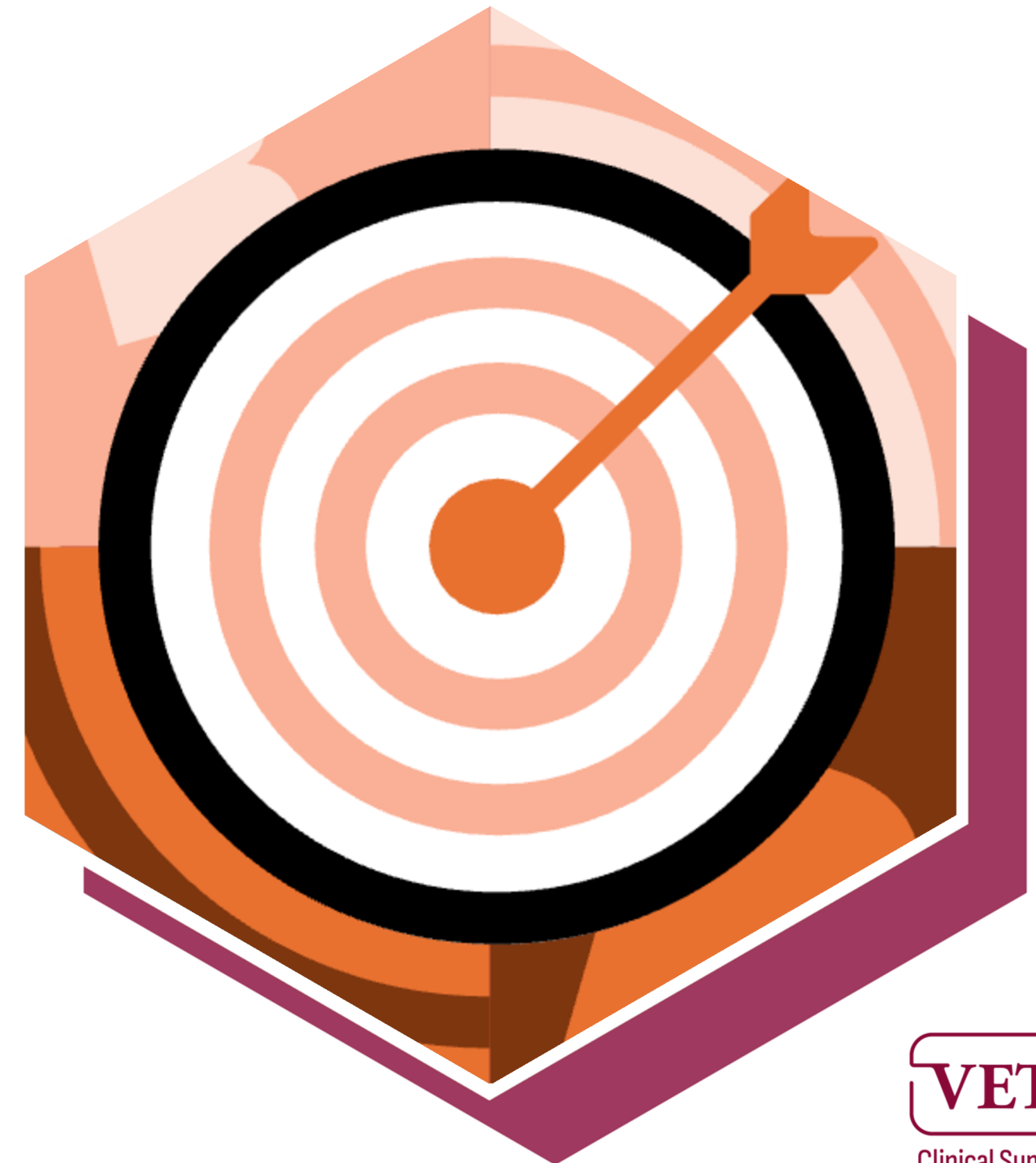
# 1. Purpose & Governance: Doing the Right Thing

## AREAS FOR IMPROVEMENT:

One of the core pillars of B Corp is consideration of wider stakeholders in all business decisions. We are exploring how we can implement our stakeholder engagement plans and ensure the principles of good business practice and governance are highlighted across all workstreams.

## SMART GOALS:

- Plan, log and track stakeholder engagement activities.
- Define and fill a role for in-house advocacy for the principles of good governance and sustainable practice to be included across all work streams.



# 2. FAIR WORK - Caring for the People Who Care for Animals



EXCEPTIONAL  
RADIOLOGY



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EXCEPTIONAL  
EDUCATION



**VET·CT**  
Clinical Support Services

## 2. Fair Work: Caring for the People Who Care for Animals

**Our people are at the heart of everything we do.** Guided by kindness and teamwork, we invest in their wellbeing, growth and work–life balance. Employees and their families can access behavioural health counselling, a dedicated wellness hub and a library of wellbeing webinars and resources. We also design our workplaces and policies to reduce ergonomic-related injuries.

Flexibility is a cornerstone of how we work together. Part-time roles, flex-time and remote or hybrid working options support different life stages and responsibilities. Within our team, over **80% of people work part-time**. All radiologists work flexibly to suit their needs, and flexi-time requests are always considered for the support team.

Every employee works **remotely or on a hybrid basis**, enabling us to work with team members from across **26 different countries**. New parents benefit from **enhanced maternity and paternity packages** so they can focus on their families without sacrificing financial security.



## 2. Fair Work: Caring for the People Who Care for Animals

We encourage bringing our best by funding personal and professional development. Team members have access to budgets for external training, annual CPD allowances for specialist roles, and support from a dedicated Learning & Development Manager.

We launched our **Exotics Fellowship** - an expert internal training course from world-leading specialists to upskill our team, alongside our existing CT and MRI Fellowships.

In total, **72 radiologists** undertook our unique fellowship offerings to enhance their careers. We also provided over **26 hours** of clinical lectures and discrepancy rounds for our team across small animal and equine radiology, with **585 participants** across all the sessions.



## 2. Fair Work: Caring for the People Who Care for Animals

For our support team, all our people managers complete a two-day workshop covering coaching, feedback and performance management, helping them lead with confidence and care.

To build trust and maintain a strong, authentic culture for our globally dispersed team, we provide anonymous feedback channels and run employee surveys. Overall, despite our team being predominantly remote and working variable shifts, **over 80% report that they are engaged or strongly engaged**, placing us ahead of industry benchmarks.

We recognise that contributions to the business extend beyond generating revenue. Our **'compass' review** process considers not only performance, but places equal weighting on community, customer care and quality for our team members. We remain proudly **non-production based** for our reporting radiologists, placing the accuracy of their work of highest importance above volume of cases reported.



# 2. Fair Work: Caring for the People Who Care for Animals



## AREAS FOR IMPROVEMENT:

We recognise this has been a challenging year and we have had to divert time and resources from our wellness activities and initiatives to support team members through the redundancy period and subsequent restructuring. We conducted a review of this period with stakeholders from across the business in order to identify areas for improvement, including more opportunities for discussion and feedback. These have been built into a **new communications strategy** to ensure everyone receives the information they need in a consistent and timely manner. We also want to ensure we have open channels of two-way communication so thoughts and ideas from across the company are fed into decision making at every level.

Despite pressure on our services, the team has displayed **incredible teamwork**, taking on additional shifts and responsibilities to meet the growing demand for our expert reporting. In order to safeguard their health and wellbeing moving forwards, we have onboarded additional board-certified radiologists.

Our brilliant technology team is also working hard to develop and deploy solutions to **enhance efficiency and satisfaction** for both our radiologists and support team. To help solve the problem of supply and demand variability, we are investigating smart prediction tools to enable more proactive management.

## SMART GOALS:

- Develop and test a smart demand prediction tool
- Increase radiologist resource to meet growing client needs
- Engage with our global team to determine how best we can support their wellbeing through pulse surveys and focus groups, and create and launch an updated wellbeing strategy for 2026.

# 3. Diversity, Equity, Inclusion and Belonging (DEIB): Because Every Individual Matters

Our commitment to doing the right thing is reflected in how we approach DEIB with kindness and curiosity. We are proud to be led by a woman and majority-owned by women. **More than half** of non-managerial roles and **50% of line managers** identify as women.

We host a variety of diversity resources on our intranet and have webinars with team members discussing topics including neurodiversity, pronouns and menopause. We are embedding inclusive hiring across the organisation; all job postings include clear DEI commitments, and we analyse the language used in our job descriptions to ensure it is inclusive. Through voluntary, anonymous diversity surveys, we are building a clearer picture of our workforce across race/ethnicity, gender, age, sexual orientation, religion and disability. Our employee surveys also ask for input on how we can continue to improve. This data supports more informed decisions and conversations.

Externally, we've reinforced our commitment by signing the **PrideVMC Gender Identity Bill of Rights**, supporting the rights and dignity of gender-diverse individuals in the veterinary profession.



## AREAS FOR IMPROVEMENT:

While we have training and resources available, these are undertaken on a voluntary basis. To make them compulsory requires careful consideration for a global dispersed, remote team, however we acknowledge the value of this and aim to realise this through 2026. We also acknowledge that veterinary medicine needs to attract more diverse applicants through early stage interventions. We will explore initiatives in different countries that encourage individuals from underrepresented groups to explore careers in veterinary medicine and in veterinary radiology.

## SMART GOALS:

- Introduce “blind” application reviews to guard against bias.
- DEI training is being reviewed with a view to rolling out for all employees



# 4. Human Rights: Ethics Within and Beyond the Company

We have always and continue to abide by legal requirements for employee rights in each of our global operating regions, frequently going above the legal minimum e.g. for living wage. Doing the right thing extends beyond our own team, and we are committed to respecting human rights throughout our global supply chain.

We have developed a Socially and Environmentally Responsible Purchasing Policy (SERPP) to guide our procurement decisions to ensure that, over time, a growing share of our spend goes to more ethical, responsible and sustainable partners.



## NEXT STEPS:

- **Implement, track and monitor the SERPP across all teams**
- **Work with suppliers to improve their social and environmental sustainability through knowledge sharing and share goals.**

## SMART GOALS:

- **To have >50% of all suppliers compliant with SERPP by the end of 2026**

Our carbon offsetting projects include Renewable Energy Wind Power Project in Rajasthan, India, which aligns with the Sustainable Development Goal (SDG) 8: Decent Work and Economic Growth.

Job creation and economic activity stimulation through projects that align with this goal.



# 5. Climate Action: Bringing Our Best for the Planet

Climate action is a central part of our responsibility to patients, clients and the planet. We operate as a carbon neutral company, measuring our Scope 1, 2 and 3 emissions and offsetting them.

In 2025, we strengthened our commitment to reach net zero by 2050, setting **targets verified by the Science-Based Target initiative (SBTi)** and in line with the Paris Agreement.

We also contribute to sector-wide change. By supporting the work of **Vet Sustain** and contributing as a roundtable member, we consider wider impacts of veterinary medicine on sustainability and how we can improve our impact as a sector.

We partner on initiatives to provide expertise, including low anaesthetic gas programmes designed to reduce greenhouse gas emissions. Our core service of diagnostic imaging reporting naturally supports climate goals by optimising the care of patients, which we hope results in a reduction in unnecessary imaging procedures and a reduction in medical waste.



# 5. Climate Action: Bringing Our Best for the Planet

## Offsetting projects

Every year, we commit to offsetting our emissions through verified projects that align with our environment, social and governance priorities, as determined by our people and wider stakeholders (including animals!).

This year, the offsetting project align with the UN Sustainable Development Goals of: good health and wellbeing (3), education (4), gender equality (5), decent work (8), affordable clean energy (7), climate action (13), and life on land (15):

**India clean wind energy generation** - to offset our goods, services and homeworking

**Clean cook stoves in Rwanda** - to offset our travel

**The Russas reforestation project in Brazil** - to offset our direct emissions



# 5. Climate Action: Bringing Our Best for the Planet

## Emissions report 2024

Our commitment includes improving our emissions reporting, and our inventory now has a broader boundary and **better data coverage**, including the addition of Scope 1 sources and more complete capture of Scope 3 activities.

With the additional data capture, the underlying increase in our emissions during a period of company growth is modest. The movement is driven primarily by increased international business travel, rather than a general increase across all areas.

Our footprint itself is heavily skewed towards Scope 3, which accounts for almost all emissions. This means VET.CT's impact sits mainly within the value chain, not in direct operations.

Within our own operations, we have switched to **100% green electricity** in our Cambridge office and installed energy-efficient lighting. We encourage employees to travel by public transport or bicycle where possible with a cycle to work scheme. We have introduced the option of purchasing **electric company cars**.



# 5. Climate Action: Bringing Our Best for the Planet

## Key findings:

- Scope 1: Totals 11.2 tCO<sub>2</sub>e, mainly from refrigerants. These were not captured in 2023 and are an important improvement in reporting.
- Scope 2: Electricity accounts for less than 1% of total emissions and is not a material focus area.
- Scope 3: Business travel is the main driver at 180 tCO<sub>2</sub>e (42%).
- Goods and services are also significant: 141 tCO<sub>2</sub>e (33%), largely driven by IT software and hardware. This has increased slightly, reflecting business growth and a shift towards cloud-based services.
- Home working has improved at 95.5 tCO<sub>2</sub>e (22%). Per-person emissions have reduced, which is a positive signal. Total impact remains significant given the size and distribution of the workforce.

Scope	Category	tCO <sub>2</sub> e	% of total
Scope 1	Office gas (Cambridge)	0.45	0.1%
	Refrigerants — R410A recharge, Australia office	10.77	2.5%
Scope 2	Purchased electricity, market-based (UK + Australia)	2.67	0.6%
Scope 3	Business travel — flights, mileage, taxi, rail, car hire	180.20	41.8%
	Goods & services — IT, hotels, courier, marketing	140.7	32.6%
	Home working / employee commuting	95.50	22.1%
	Energy supply (upstream)	0.84	0.2%
	Waste	0.09	0.0%
<b>TOTAL</b>		<b>431.26</b>	<b>100%</b>

# 5. Climate Action: Bringing Our Best for the Planet

The 2024 inventory contains a number of genuinely positive signals that reflect behavioural and operational changes.

- **Home working emissions per person fell 20%**

The average per-respondent footprint dropped from 0.974 to 0.774 tCO<sub>2</sub>e, likely reflecting increased green energy tariff adoption, and changes in home heating behaviour.

- **UK car mileage down 51%**

Business car mileage fell from 17.6 to 8.6 tCO<sub>2</sub>e. This reflects a real shift towards air and rail for longer trips.

- **IT hardware footprint reduced 29%**

Lower equipment purchasing in 2024 reduced the hardware footprint from 51.0 to 36.3 tCO<sub>2</sub>e, demonstrating the benefit of extending hardware lifecycles.

- **Green energy tariffs in use**

A number of UK and North American home workers reported being on green or renewable electricity tariffs, reducing the electricity component of their home working footprint.

- **Inventory boundary expanding year-on-year**

The 2024 inventory includes additional Scope 1 sources and more granular capture of several Scope 3 categories, making this the most complete inventory VET.CT has produced. A broader boundary is a sign of reporting maturity, not deterioration in performance.



# 5. Climate Action: Bringing Our Best for the Planet

## AREAS FOR IMPROVEMENT

- Reduce business travel and hotel bookings: We recognise as a largely remote company that connection in person is important. This is not about stopping travel, but being more considered, e.g. reduce flights where a virtual option is viable; consolidate trips where multiple people are travelling to the same location; choose lower-impact hotel bookings.
- Consider refrigerants: Refrigerants represent a high impact relative to operational footprint. This is one area where emissions can be reduced quickly and with confidence.

## SMART GOALS:

- Introduce annual carbon budgets from 2027: Set an annual company carbon budget for travel and software in line with reduction targets.
- Reduce refrigerant footprint: Track recharge events properly; ensure maintenance contracts are in place; plan replacement of high-GWP gases with lower-impact alternatives.
- Improve awareness and provide educational resources for:
  1. Remote workers to reduce footprint e.g. green energy tariffs and heating behaviour.
  2. Hotel and flight bookings to shift behaviour towards lower-impact or certified options and provide a list of preferred suppliers where possible.
- Continue to build reporting data: Add vehicle types for mileage and regional headcount breakdown, target >60% completion of homeworking survey.



# 6. Environmental Stewardship: Using Resources Wisely

We show our commitment to doing the right thing through everyday choices that conserve resources and support a circular economy.

Our offices operate comprehensive recycling systems, including composting and Terracycle collection for plastic food packaging. These efforts have contributed to an estimated **2-tonne annual reduction in waste.**

We prioritise being a paper-free organisation; when printing is unavoidable, we use FSC-certified paper. Our cleaning products are selected for both efficacy and environmental responsibility.

We extend the life of our technology by donating retired IT equipment to the **Turing Trust**, giving devices a second life in education for children in deprived areas.



Beyond our organisation, we support conservation projects, including sea turtle rescue and rehabilitation, and veterinary input into conservation projects through Wildlife Vets International, helping protect wildlife and ecosystems worldwide.

## NEXT STEPS:

- We want to explore opportunities to contribute to the local circular economy for our physical offices.

## SMART GOAL:

- Assess and get involved with circular economy opportunities local to the main offices.





Sponsored Dr. Atuman Yakuba from Nigeria to attend the Interventions in Wild Animal Health field course in Kenya to support his role leading in conservation medicine in Nigeria.

*“We have a lot of wildlife [in Nigeria] that needed to be taken good care of and as a veterinarian having have this opportunity, I'm really going to utilise this and improve the Wildlife Conservation programmes in Nigeria.”*  
-Dr Atuman Yakuba



2025 saw our total donations to Wildlife Vets International top £15,000. We're proud to continue to support their work providing veterinary expertise to conservation projects around the world.



Provided free radiology reports on over 100 rescued sea turtles to support the rehabilitation of these keystone species

# 7. Collective Action & Community Support

Our value of doing the right thing inspires us to take action for communities in need. Our services are used by clients across **45 countries**, and we are exploring how we can improve access to our services and support more animals and veterinary teams across the globe.

We involve our team in choosing the charities that matter to them to direct our company donations, ensuring our giving reflects real priorities and lived experience.

We don't just give financially, we have also contributed through:

- **Championing radiation safety** in veterinary practice through a suite of free resources to improve animal welfare and safety and safeguard human health while undertaking imaging with ionising radiation.
- Advocating for high standards of development and deployment of **artificial intelligence** (AI) to benefit veterinary teams and animal health and welfare
- Providing **free access to education content** for veterinary refugees through the RCVS scheme
- Supporting veterinary professionals providing telemedicine advice for veterinary care in **Ukraine**



# 7. Collective Action & Community Support

## WHAT WE HAVE DONE:

- Drafted and submitted a co-signed letter to B Lab UK on behalf of veterinary organisations to lobby for including business impact on animal health and welfare within the B Impact Assessment, which has now been included.
- Championed the better business in the veterinary industry to encourage a focus on business as a force for good, including presenting at London Vet Show.

## NEXT STEPS:

- Create and share additional resources regarding radiation safety practices
- Continue to advise veterinary organisations and veterinary teams on responsible use of AI.
- Advise B Lab UK on updating their assessment of the impact on animal welfare from the five freedoms to the five domains model
- Champion B Corp and the move for better veterinary business through collaboration with other B Corps and pending B Corps within and beyond the veterinary sector.



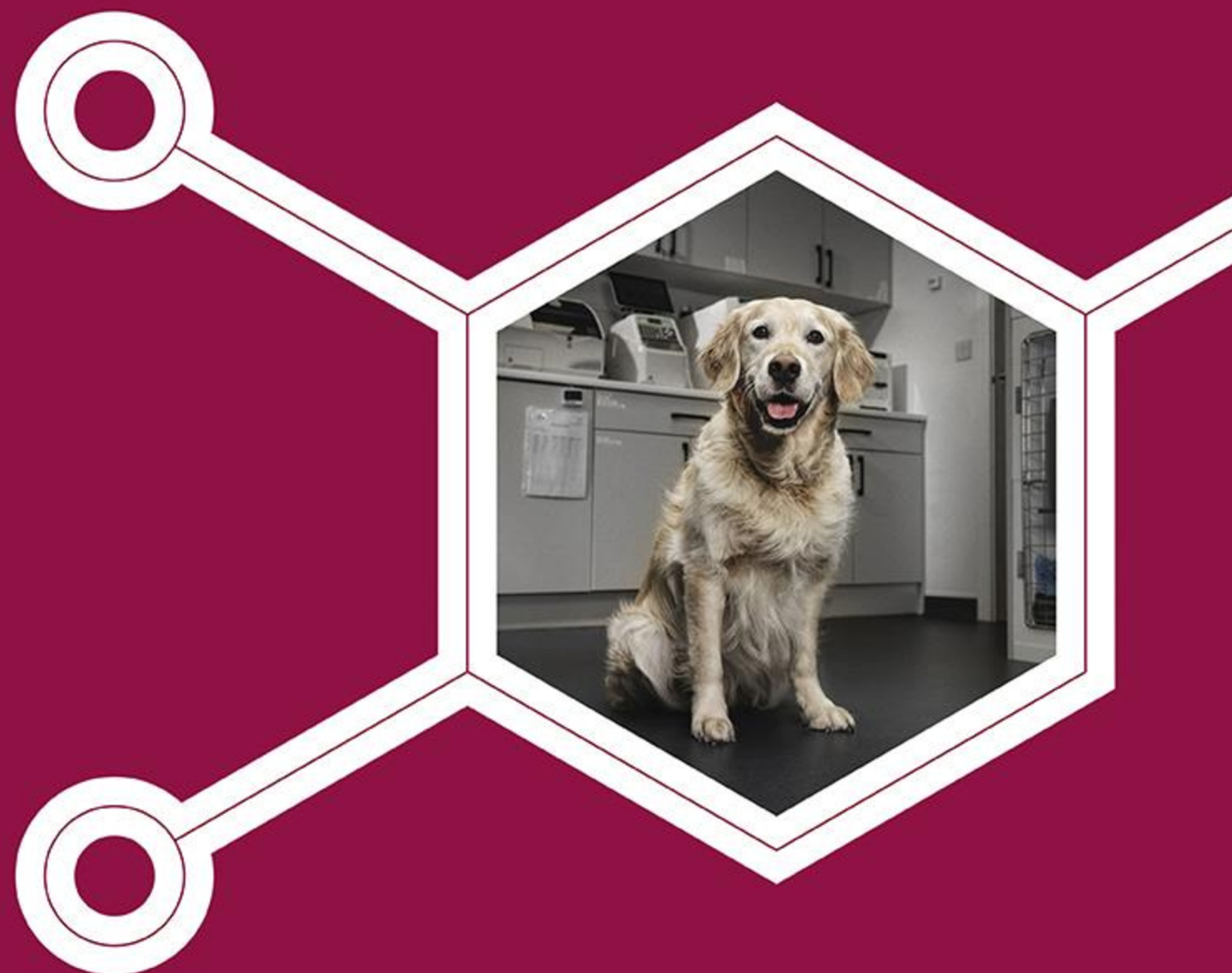
# 7. Collective Action & Community Support

## SMART GOALS:

- Deliver a webinar on radiation safety practice to complement the X-pert radiation safety resources.
- Sponsor team members to contribute to global working groups on AI standards in veterinary medicine.
- Submit a letter to B Corp advising on updating the standards on animal welfare.
- Deliver collaborative articles and talks on 'Better Veterinary Business', championing wider stakeholder considerations for patients, people and the planet in veterinary businesses.



# LOOKING AHEAD



As an impact-led, people and patients-first company, VET.CT remains committed to doing the right thing to build a positive legacy.

B Corp is not about perfection, it's about a commitment to continuous improvement. This year, we are proud to look back at how we've strengthened our governance, deepened our commitment to fair work, advanced DEIB principles, expanded our human rights and environmental standards, taken meaningful climate action and driven community action. However, it has been a challenging year, and we are determined to take the learnings and move forward and focus on key areas for improvement.

Our firm commitment is to continue to do the right thing, rise through teamwork, bring our best, and act with kindness and curiosity, building a better business that contributes to exceptional patient care and a more accessible, sustainable, equitable and compassionate veterinary world.

**This is our continued promise.**