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**Our 3Rs (Replacement, Refinement and Reduction) process in action**

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1. **1. Hypothesis formed and evaluated against past results**
   - Great care is taken to share all information generated from animal studies in a clear and well-defined way.
   - **Benefit**
     - Avoids unnecessary repetition of studies. Makes best use of existing data and knowledge.

2. **2. Study evaluated for alternatives**
   - Team considers if the scientific objectives could be achieved without using animals. Examples include organ-on-a-chip technology and computer models.
   - **Benefit**
     - The most appropriate alternative are conducted, replacing the use of animals wherever possible.

3. **3. Study evaluated for animal use**
   - When animal studies are needed, project teams must weigh the costs to the animals against the benefit to patients.
   - **Benefit**
     - Only studies with no suitable alternative are conducted, replacing the use of animals able to provide patient benefit are used, reducing the number of animals needed.

4. **4. Ethics and regulatory review**
   - Studies are scrutinised by ethical review bodies made up of veterinarians, scientists and members of the community. In some countries, animal studies also require regulatory approval.
   - **Benefit**
     - Our standards are applied globally, refining the care and use of animals – whether the work is conducted in our own facilities or by external partners.

5. **5. Study conducted**
   - Proper animal welfare is the right thing to do ethically and also essential for reliable research outcomes as stress can impact results.
   - **Benefit**
     - Animal welfare is optimised throughout the process and during the study.

Image credit: Understanding animal research