

INTRODUCTION

Premier Foods are not directly involved in the breeding or rearing of farm animals and as such, we collaborate closely with our suppliers to drive and implement our Animal Welfare policy.

Premier Foods believe all animals are sentient beings and should be treated responsibly and with dignity. We collaborate with our suppliers to ensure that high standards of animal welfare are met.

We continuously advocate for greater awareness of animal welfare issues across our supply chain, and regularly engage with our suppliers to understand their practices and challenges. We seek to improve the lives of farm animals by increasing the visibility and extending the development of good animal welfare practices across our whole supply chain, including within our primary producers and indirect users of animal-derived ingredients.

We therefore expect our suppliers to have the same commitment to farm animal welfare and that they continue to focus on animal health and wellbeing.

Suppliers may change from time to time; however, we will always endeavour to ensure they adhere to our animal welfare policy and that high standards are met.

Note: This document is correct at the time of writing and includes all acquisitions up to year ending April 2023. It covers **all species** used within our supply chain and **all geographies**.

CONTENTS

Our approach to Animal Welfare

Six Freedoms

Our key commitments

Governance and management

Leadership

Training

Education

The scope of our supply chain

Dairy

Laying Hens

Broiler

Beef

Lamb

Turkey

Pork

Performance management

Objectives and targets

Outcome measures for all species

Monitoring supplier performance graphs

- All Species
- Species Specific

Our approach to animal welfare

We believe that an animal's welfare, whether on farm, in transit, at market or at a place of slaughter needs to be considered to ensure no unnecessary suffering. We acknowledge farm animals as sentient beings and recognise that good animal welfare encompasses not only good health and physical wellbeing, but good mental wellbeing and the ability to express species-specific behaviours.

1

Freedom from hunger and thirst

By ready access to fresh water and a diet to maintain full health and vigour.

2

Freedom from discomfort

By providing an appropriate environment including shelter and a comfortable resting area.

3

Freedom from pain, injury, or disease

By prevention or rapid diagnosis and treatment.

4

Freedom to express normal behaviour.

By providing sufficient space, proper facilities, and company of the animal's own kind.

5

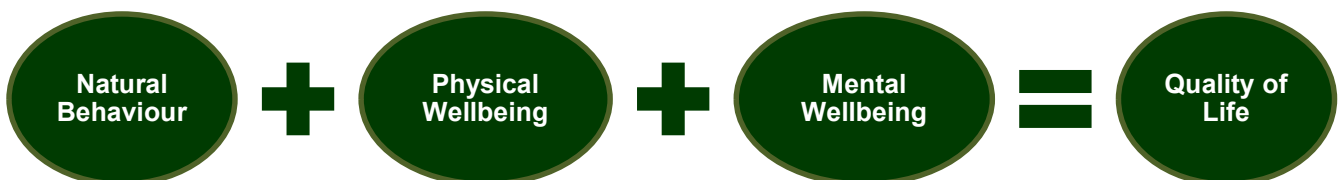
Freedom from fear and distress

By ensuring conditions and treatment which avoid mental suffering.

6

Freedom to undergo positive experiences.

By providing adequate conditions to experience positive emotions and encourage natural behaviour.



Our key commitments

Compliance with legislative standards, and from a recognised welfare scheme such as Red Tractor or KAT where possible

No animals in our supply chain are subject to any genetic modification or cloning.

No growth promoting substances are used in the rearing or treatment of animals.

100 days access to meadows for pasture grazed cows.

Avoidance of the use of Monkeys in coconut plantations.

We will not source eggs from caged production systems.

Commitment to avoid close confinement for all species, including the use of cages, sow stalls, farrowing & veal crates, and tethering.

Commitment to reduce long distance transport and specify a maximum transport time of 8 hours.

Commitment to the avoidance of routine surgical interventions. Only to be undertaken to prevent suffering, pain, disease, or injury.

All animals are adequately pre-stunned prior to the slaughter process.

Commitment to avoid the routine use of antibiotics for prophylactics and metaphylactic use.

Clear commitment to ending the use of other inhumane practices such as culling of day-old male chicks or euthanising bull calves.

Commitment to providing enriched environments suitable for the specific species.

Compliance to the Better Chicken Commitment by the end of 2026.

Governance & Management

Animal Welfare sits within the Planet Pillar of our Enriching Life Plan governance structure which is overseen at board level. It is at this forum where a wide range of ethical issues, including animal welfare, are discussed and policy reviewed. Our central procurement team are responsible for the day-to-day management, and effective implementation, of our farm animal welfare policy.

To ensure compliance with our policy, we require all our suppliers to complete a set of questions, on their approach to the management of animal welfare issues, as set out in our raw material specifications via our online supplier portal. In the event of non-compliance with the requirements of our animal welfare policy, appropriate and time-bound, corrective action will be agreed with the supplier.

In addition to this, we have integrated farm animal welfare into our procurement strategies, tender documents, and suppliers' contractual obligations. We review supplier's performance against our animal welfare policy on an annual basis via supplier meetings & questionnaires. We also complete spot checks on suppliers by farm visits using a checklist approach.

Collaborating with our suppliers

We collaborate very closely with our suppliers to drive higher animal welfare standards and have incorporated animal welfare objectives into the joint business plans of our key suppliers to drive outcomes forward.

Our supplier audit team will also arrange to visit the supplier's premises to review the process and suggest improvements to meet specification / animal welfare policy.

If the supplier is unable to comply with our policy, we will serve notice and source from an alternative supplier that can meet our requirements.

Collaborating with industry to drive higher animal welfare standards.

In 2019, we signed and agreed to the principles and policies of the Food Industry Initiative on Antimicrobials (FIIA). We sit on the Strategic Delivery Board of this body which brings together retailers, manufacturers, processors, and foodservice companies, to promote and support responsible antimicrobial use and action on antimicrobial resistance. This means that the farmers we work with stop using antibiotics as a proactive, preventative measure and only use critically important antibiotics, as defined by the European Medicines Agency (EMA), as a last resort to safeguard their animals' welfare where no alternative treatment option is available.

Leadership: Involvement in R&D / Industry initiatives & promotion of high animal welfare

Engagement

We have actively engaged with various key stakeholders across the farm animal welfare agenda, and this has helped us to develop our own internal thinking around how best to engage with our suppliers on farm welfare outcomes and related issues.

We have also actively engaged with the following organisations:

- Compassion in World Farming
- Business Benchmark on Farm Animal Welfare (BBFAW) / Chronos
- World Animal Protection
- Humane League
- Animal Equity
- Four Paws
- Future Food Movement – Regenerative Agriculture
- SAI – Sustainable Dairy Partnership

Antimicrobial resistance

Antibiotic resistant bacteria are a significant and increasing health threat. Although antibiotics are used in both human and animal medicine, the use and perceived misuse of antibiotics in agriculture continues to be a concern. The EU Commission and the UK Government is responding to this by putting in place legislative changes and targets to continue the reduction in antibiotic use in agriculture and empower consumers through more information.

UK Food Supply Chain: To facilitate collaborative working and co-ordination of initiatives to reduce antibiotic use in agriculture and tackle antimicrobial resistance, retailers, manufacturers, and processors have come together to promote and support responsible antibiotic use and tackle antimicrobial resistance, forming the Food Industry Initiative on Antibiotics (FIIA). Premier Foods is a Board Member of the FIIA. The FIIA has agreed a common set of targets with regards to responsible use of antibiotics, and a reduction of antibiotic usage without compromising standards of animal welfare. The targets and commitments can be reviewed online: <https://fiia.co.uk/commitments/>

Sustainability Bites

Premier Foods continue to raise awareness across the business and conducted a webinar to raise awareness on climate change. The webinar included external speakers including a key dairy supplier that covered best practice on farms including measurement of carbon, incentivisation of progress, and carbon measured at product level.

Sustainable Dairy

Dairy farm visits are carried out by our Procurement and ESG teams, including our ESG Director to understand how changes to animal breeding, animal welfare, feed and slurry management can help reduce the carbon impact of the milk and butter we use in our Ambrosia and Mr Kipling products.

Our milk suppliers conduct annual farm carbon impact assessment and uses the “cow compass” tool to ensure the welfare of herds.

During these visits, the team are able to discuss options to help more farmers in our supply chain to adopt best practice and reduce their environmental impact.

Training our people

We are not directly involved in the breeding or rearing of farm animals and as such, we collaborate closely with our suppliers to drive and implement our Animal Welfare policy. For this to be effective we believe that the teams collaborating with our suppliers must themselves be adequately trained on animal welfare issues.

This includes the following:

- Training on farm animal welfare is provided to all buyers involved in the purchasing of animal products. It also forms an important part of our new employee starter induction plan across the wider procurement team. The procurement animal welfare team will also update the wider business on progress against our agreed goals, and KPI's. This ensures that farm animal welfare is promoted at the highest levels within the wider business, this also helps to raise awareness across this important area.
- We continue to broaden our understanding of the various livestock rearing / production systems used across our supply chain and key members of the team visit farms first-hand and discuss issues with the farmers directly.



- In 2018, we partnered with World Animal Protection to run internal farm animal welfare awareness training for applicable members of our procurement and technical teams.
- In May 2021, the Procurement team implemented a new supply chain mapping platform. The platform helps the team to complete full supply chain mapping for all ingredients which will ensure we meet our 2025 animal welfare goals.
- In March 2023, we partnered with The Future Food Movement (<https://futurefoodmovement.com/>) to run a Regenerative Agriculture workshop for a cross functional team. This session covered the need to build a more resilient and ready farming industry, through a mechanism of farming principles and practices that increases biodiversity, enriches soils, improves watersheds, and enhances ecosystem services. We continue to build our knowledge on Regenerative Agriculture and have recently become members of SAI.

Beyond our team, we engage with all suppliers of animal products:

- Responsible sourcing requires deep engagement with our suppliers. We expect all our raw material suppliers to conform to the requirements of our animal welfare policy. Where gaps are identified, we collaborate with suppliers to develop and implement action plans to close these gaps. We will continue to monitor their performance through a combination of self-assessment questionnaires, audits, third party accreditations and site visits. As we use many derivatives of animal products this has required suppliers to cascade the assessment to their suppliers and beyond.
- In 2017, we launched our supply chain assessment programme, targeting all suppliers that use animal products of all species within our supply chains. The assessment addresses all aspects of our animal welfare policy whilst also aiming to develop our suppliers' awareness and understanding of animal welfare issues. We are now in the sixth year of this assessment and suppliers are required to measure their performance and chart their progress against our targets. Our team will review performance and challenge where required. It is also important for our Tier 1 suppliers to cascade down the supply chain as this will create a domino effect of action on animal welfare.
- We continue to help our indirect suppliers to strengthen their focus on animal welfare by explaining our policy and helping them to implement animal welfare policies and objectives for their own suppliers further down the supply chain. A prime example is the support we have given one of our global flavour suppliers who have previously been unable to provide validated information and performance data on farm animal welfare measures in their supply chain.

- Our direct milk suppliers train all farmers on a regular basis. This can include support on farm, video conference and face-to-face sessions. Training is currently being given on animal health and welfare, soil health and nutrient recording, carbon footprint, people management, farm costings and on farm milk testing. Although Premier Foods is not directly involved in this training, we are monitoring the deliverable outcomes.
- We are also collaborating with our key milk suppliers on mobility scoring which will reduce lameness. The national average for lameness is currently 25% of the herd, which is too high. Our milk suppliers have held mobility workshops to support the farmers to identify early stages of lameness by mobility scoring.

Educating the wider community

Promoting Higher Animal Welfare to Consumers



We promote higher animal welfare to consumers by adding logos on consumer packs. For example, we include the Red Tractor logo on many of our Ambrosia packs. By putting the Red Tractor logo on our products, we can give confidence to our consumers that the ten lorry loads of milk we use each day to make our Ambrosia products can be traced back to the farms who produce them. It also shows that these farms follow strict high standards for food safety, hygiene, animal welfare and environmental protection. Our Ambrosia team frequently engages with the Red Tractor team.

We also raise awareness of our work on animal welfare in our consumer facing website for the brand Ambrosia. <https://www.youtube.com/watch?v=exoiTu46VOM> (Day in the life of a cow)

Most of the eggs purchased by Premier Foods are used in our Kipling cakes. All eggs come from KAT certified cage-free farms which we communicate to our consumers on our brand website (see <https://www.mrkipling.co.uk/ask-mr-kipling> "What eggs do you use in your cakes?"). We use this consumer-facing website to raise awareness of the importance of animal welfare.

In a digital age, we are also regularly sharing content on our social media pages Twitter, LinkedIn, and Facebook to inform our consumers on animal welfare (most recently shared the video "A Day in the life of a cow"). We also raise awareness of our work on animal welfare to our teams and colleagues via the intranet.

Scope of our supply chain

DAIRY

Milk and dairy ingredients are amongst the most important materials we buy. Every year, we use around 55 million litres of fresh milk, 600 tonnes of butter and 3,500 tonnes of milk powder. We also use a range of other dairy ingredients such as cream, yogurt, condensed milk, and whey in a wide range of products such as Ambrosia rice pudding, Mr Kipling cakes and Homepride cooking sauces.

Currently, 100% of our liquid dairy products (milk, butter, cream, and yoghurt) are sourced from British suppliers and farmers. 100% of the milk used in the dairy products we buy from UK suppliers comes from farms accredited to the Red Tractor Dairy Assurance Scheme as a minimum. This means that animals have adequate space, safe and comfortable housing, or shelter as well as unlimited access to fresh, clean drinking water and appropriately nutritious meals. All farmers who keep livestock must keep a written health plan and medicine records so they can monitor the health of their animals and prevent them from becoming unwell.

To help drive high standards, we are working with all suppliers (fresh and non-fresh products and ingredients) to establish monitoring and evaluation systems to improve welfare outcomes further. We are benchmarking across several key welfare areas, including access to pasture, transport times, somatic cell counts and housing systems. We plan to continue introducing new performance measures and added no bull calf euthanasia in 2020.

Our farmers will all have breeding policies unique to their herds, their policies, will cover the improvements in breeding for overall animal health and necessary traits for their herds, these may include increased yield, but will also include wider performance factors such as fertility, milk qualities and longevity. Types of breeds used are Holstein, Friesian, Holstein & Friesian cross, Channel Island and Jersey.

UK Dairy Disease Management

All our liquid milk farmers have implemented health herd plans, the outcomes of which will be reviewed annually as a minimum by vets. Farmers must record the incidences such as lameness, mastitis, involuntary culling, and calf mortality in their herds. Going forward this data will be used to measure continuous improvement.

Our liquid milk suppliers ensure that farmers participate in national disease control and management programmes such as Action Johne's - National Johne's Management Plan and BVDV (Bovine Viral Diarrhoea Virus) free initiatives.

LAYING HENS

In 2012, we made a commitment to source only cage-free eggs by 2017. We achieved this in 2017 and were awarded a Good Egg award from Compassion in World Farming as a result.

All our Direct egg suppliers meet the high standards set by KAT (Association for Controlled Alternative Animal Husbandry), one of the leading European certifications for hen rearing systems. These standards limit the number of hens that can be kept in a barn and per square metre, require natural litter, sufficient perching area and nesting space. The availability of natural light must also be guaranteed. Our suppliers are inspected by KAT to maintain their certification, and we also audit our suppliers ourselves to check that high standards of quality and welfare are achieved.

Routine mutilations such as beak trimming, or tipping is prohibited under the KAT welfare scheme.

KAT have implemented a full adoption of the male chick culling ban to all their certified producers throughout the EU.

CHICKEN

Most of our Chicken purchases are in the form of dehydrated chicken, fats, and extract. Our chicken is sourced from the EU.

41% of our chicken is from broiler and 59% spent laying hens. We use spent hens to help reduce the demand for commercial broilers and we believe it helps to reduce food waste (as fats and extract would otherwise not be purchased by meat manufacturers).

As most of our broiler chicken purchases are by-products of the chicken industry, the collection of performance data on farming practices is complex. We will however continue to work with our suppliers in the recording of data for us to progress improved outcome measures.

We are working with our suppliers to identify sources of chicken products which originate from farms with lower stocking densities, and to continue the improved proportion of chicken products sourced from these farms.

Types of routine mutilation includes beak trimming. This is prohibited in our supply chains.

We continue to engage with our broiler chicken supply base on the Better Chicken Commitment (BCC). We are on target to exceed 65% compliance by the end of the 2024 - two years ahead of our commitment.

BEEF

Most beef products that we purchase are in the form of beef fat and beef stock. All our beef products are sourced from the UK & EU. Beef gelatine is now purchased 100% from the EU.

LAMB

We are a small purchaser of lamb meat and lamb stocks. All our lamb is either from New Zealand, or the EU.

TURKEY

We are a small very purchaser of Turkey product. We source 100% from the EU.

PORK

All our pork products are sourced from the UK and EU. We do not purchase pork products from the USA.

The welfare of all pigs used in our products is assured under EC Directive 2008/120/EC which lays down minimum standards for their protection. We will source pork meat from suppliers who are accredited to RSPCA, Red Tractor Farm Assurance (or equivalent EU standard) where possible.

We recognise that tail-biting can be an issue within pig groups, and we will continue to source material wherever possible from suppliers who provide suitable enrichment materials to allow rooting, pawing, and chewing behaviours. Neither tail docking nor reduction of corner teeth can be carried out routinely.

Performance Management

Our Goals

Objective	2019 achieved	2020 achieved	2022 achieved	2023 achieved	2024 achieved	2025 target	2026 target
Maximum transportation time of 8 hours for all species	88%	95%	97.4%	99.3%	100%	100%	100%
Ending the use of close confinement for all species	89%	94%	97%	98.9%	100%	100%	100%
Ending the use of all routine and unnecessary surgical interventions for all species	86%	95%	97.5%	99.4%	100%	100%	100%
Use of effective pre-slaughter stunning	91%	95%	97.5%	99.9%	100%	100%	100%
Provision of effective species-specific enrichment	N/A	74%	96.3%	98%	100%	100%	100%
Compliance to the Better Chicken Commitment	N/A	N/A	N/A	50%	65%	85%	100%

Our calculations for achievements to date are based on volumes purchased for each species and will be a mix of direct and animal derivatives.

Once we have achieved our targets, we transfer the relevant objective into our animal welfare policy. It is important that we continue to check and verify that suppliers are still compliant as part of our annual animal welfare reviews.

Meeting our 2025 targets

When setting our targets back in 2019 we considered them to be stretching targets given the complexity of our supply chain. To deliver these goals we will continue to:

Maintain and increase standards with current and new suppliers.

Premier Foods' animal welfare policy is shared with all suppliers that supply products of animal origin on an annual basis. This includes animal derivatives that are used in flavours, sauces, bouillons etc. All suppliers must adhere to the minimum farm animal welfare standard by territory and by species. We take this approach to ensure that suppliers meet specific criteria to support our goals. By collaborating closely with our suppliers, we can identify the areas that need to be improved to meet our goals.

We will continue to collaborate with our suppliers to improve animal welfare standards and focus on working with our existing supply chain where possible, including the identification of new farms and animal products that comply with our objectives. We will consider changing suppliers if those standards cannot be met despite our efforts to engage. Furthermore, animal welfare goals are included in our Joint Business Plans with suppliers to ensure we can achieve our goals by 2025.

We are moving to higher animal welfare standards for all meat products where applicable. Suppliers will need to be able to verify the source which will help to increase our performance over time and ensure we meet our Better Chicken Commitment by 2026.

Capture data throughout our supply chain.

One of our biggest challenges is to understand and capture data across our entire supply chain where some of our suppliers are remote from the supply chain itself (e.g., derivatives of animal products).

We continue to collaborate closely with suppliers to increase the quantity and quality of animal welfare data they provide us each year and continue to challenge progress where applicable.

Knowledge on some of our complex supply chains has increased as we continue to work on **full supply chain mapping** of our ingredients. This is providing invaluable insight into the most complex part of our supply chains and will form the basis to reach 100% of our suppliers of animal products (direct and animal derivatives) to achieve our 2025 goals. We know we will need to overcome some challenges on the way, for instance by continuing to engage with suppliers of animal products who have been reluctant to share data for confidential reasons.

Animal Sourced Products – Volume overview

The table below shows the volume of materials and finished goods purchased by Premier Foods that contain Product of Animal Origin (POAO). It covers all species and geographies.

Species	Sum of 2021 Volume (Tonnes)	Sum of 2022 Volume (Tonnes)	Sum of 2023 Volume (Tonnes)	Sum of 2024 Volume (Tonnes)
Beef	821	643	526	524
Chicken	4,740	3,542	2,894	2,863
Dairy	49,127	45,723	40,039	40,010
Egg	3,540	4,163	3,859	3,873
Lamb	20	27	18	17
Pork	577	518	437	421
Turkey	19	23	12	12
Grand Total	58,844	54,639	47,785	47,720

This data is an aggregated total of all materials and finished goods purchased by Premier Foods that contains POAO. This means that the materials/ finished goods volumes used for this data will also be composed of ingredients that are not of animal origin (the data is based on composite ingredients). The data is not solely based on the volume of animal products purchased within our direct supply chain. We are looking to refine this data in the future so that it focuses solely on POAO volumes, separating out the non- animal origin materials.

Measuring our progress



Whilst we are delighted to be recognised within the top 3 companies to receive Tier 2 in the 2023 BBFAW benchmark, we will continually seek to improve our score overtime to meet our 2025 commitments. Animal welfare goals are included in our Joint Business Plans with suppliers. We continue to extend our work to reach the most difficult parts of our supply chain and rolled out our annual animal welfare survey to our animal derivatives suppliers to understand their practices and challenges.

The full report is available in the BBFAW's website: www.bbfaw.com/benchmark

Data availability

All data below covers our direct and animal derivatives worldwide purchases. The reported data is the minimum performance level. Where we do not have data, we have assumed worst case scenario.

Avoidance of Close Confinement for all Species

Premier Foods collaborate closely with all suppliers and are committed to the avoidance of close confinement for all species across all geographies. Close confinement includes cages, sow stalls, farrowing crates, CAFO's, veal crates and tethering.

Across all species 100% of animals free from close confinement.

All our egg purchases are sourced from cage free production systems.

None of our liquid dairy products (e.g., milk, cream, butter, yogurt, non-fresh products, and ingredients) are sourced from close confinement systems.

We have made considerable progress over the years and are moving to Higher Animal Welfare where possible by collaborating with our suppliers to source livestock from farms that do not use close confinement systems.

Surgical Interventions

Premier Foods is committed to the avoidance of routine activities such as tail docking, teeth clipping, beak trimming and tipping, castration, and branding with hot irons.

In line with our Animal Welfare Policy, any use of surgical interventions can only be undertaken to prevent suffering, pain, disease, or injury with the use of appropriate pain relief or anaesthetic.

Across all species 100% of animals free from routine surgical interventions.

100% of dairy and beef cattle are free from dehorning as calves are disbudded within 4 weeks of birth. Disbudding is conducted with the use of appropriate pain relief or anaesthetic and is covered within the Red Tractor and other standards. By disbudding the cattle, it avoids horn growth and potential injuries in the herd.

Stunning

Premier Foods are committed to ensure that all animals are subject to pre-stunning prior to slaughter.

Based on the verified data we have gathered from suppliers, 100% of animals across all species are subject to pre-stunning,

We recognise that not every stunning attempt is successful to render the animal fully unconscious, and that this needs to be kept to a minimum to ensure animals do not suffer. We measure the occurrence of this in our supply chain and have managed to obtain data from several of our key volume suppliers over the last few years.

Following improved standards at abattoirs in our supply chain, the use of back-up stunning happens very rarely.

Live Transport Times

Our objective is that all livestock must be transported within 8 hours.

Across all species 100% of animals are transported within 8 hours or less. See species specific graphs for specific transport times.

We are in the process of working with our poultry suppliers to assess if a 4-hour maximum journey time is achievable. Until we have confirmation from all suppliers, we are unable to add the lower transport time to our animal welfare policy or goals. Current position is as follows:

Broiler	Spent Hen	Turkey	Laying Hens
0%	0%	100% (2 hours)	79%

Species Specific Enrichment

Premier Foods recognise that providing animals with suitable, species specific, environmental enrichment can make a huge contribution to improving animals.

living conditions and allow the animals to encounter natural innate behaviours. Consequently, we encourage all suppliers, regardless of the species or location, to provide some form of environmental enrichment.

Across all species 100% of animals have species specific environmental enrichment.

Examples of species-specific enrichment are as follows:

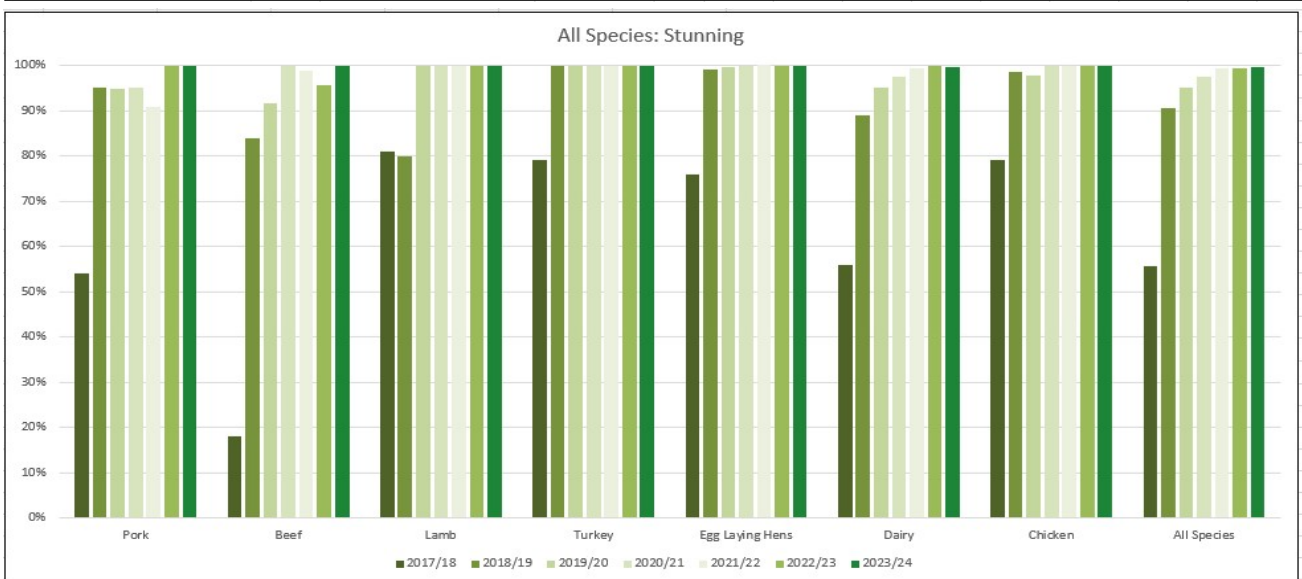
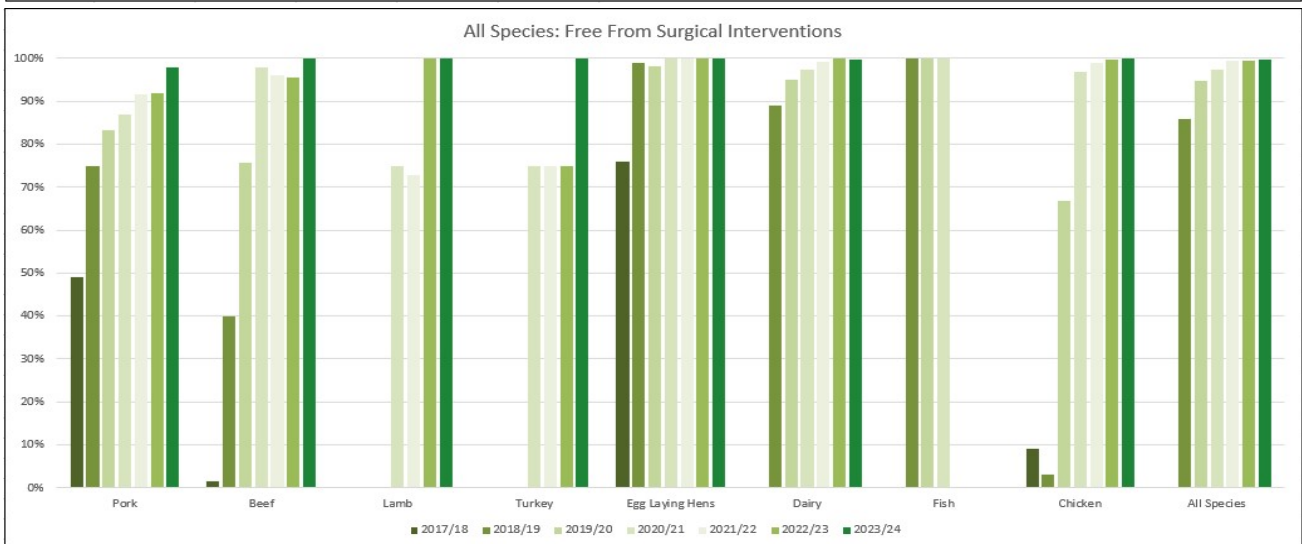
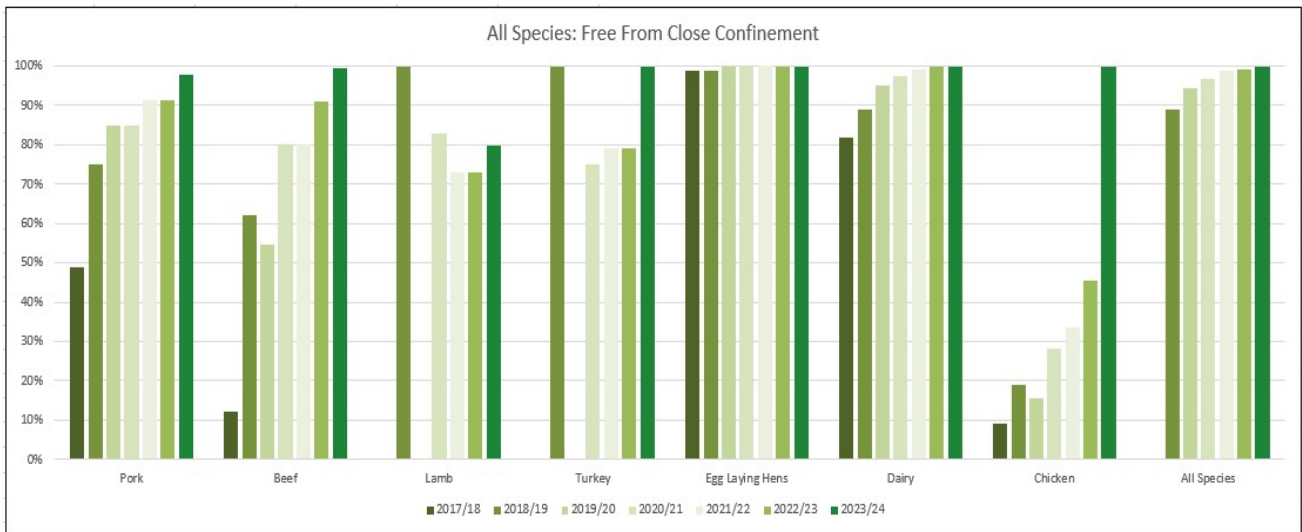
Pork	Straw, whole vegetables, toys
Beef	Brushes, mirrors, toys, lavender, shade
Lamb	Mirror, toys, chains, shade
Turkey	Perches, dust bathing, pecking substrates, toys
Egg-laying hens	Perches, dust bathing, pecking substrates, toys
Dairy cattle	Brushes, mirrors, toys, lavender, shade
Chicken	Perches, dust bathing, pecking substrates, toys

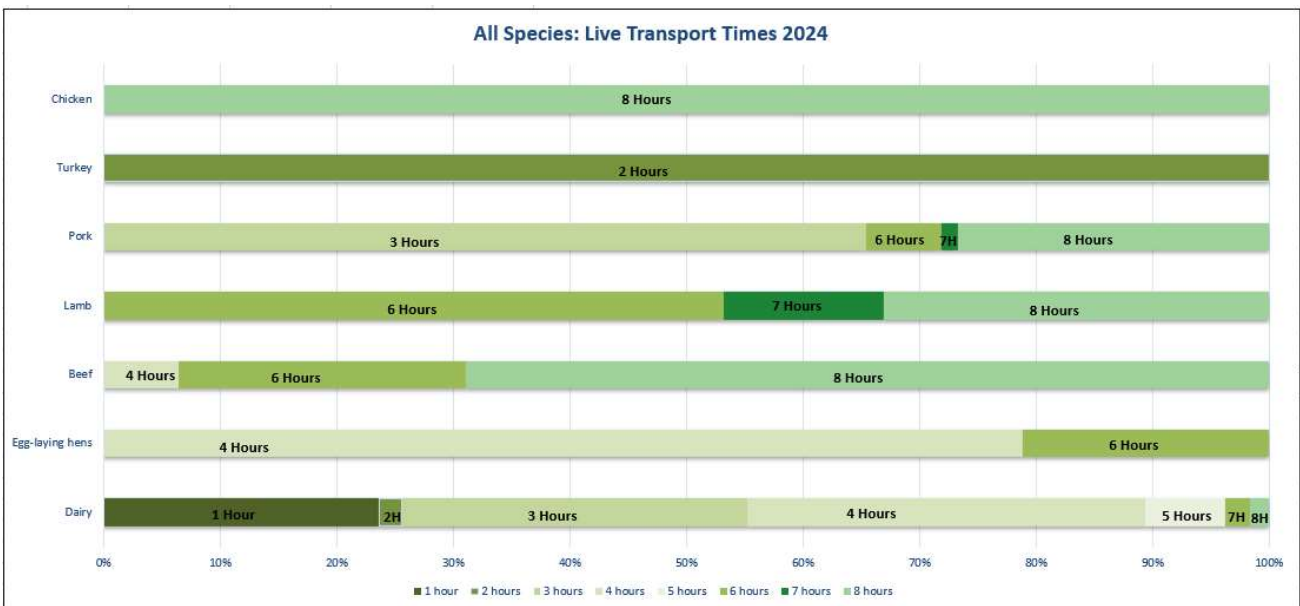
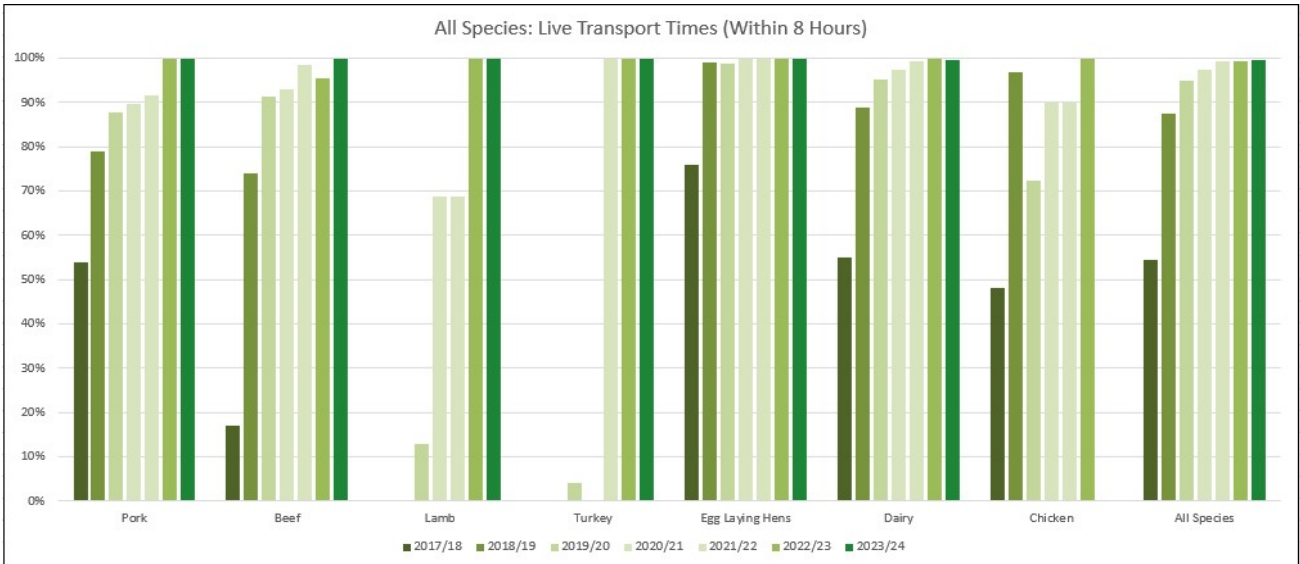
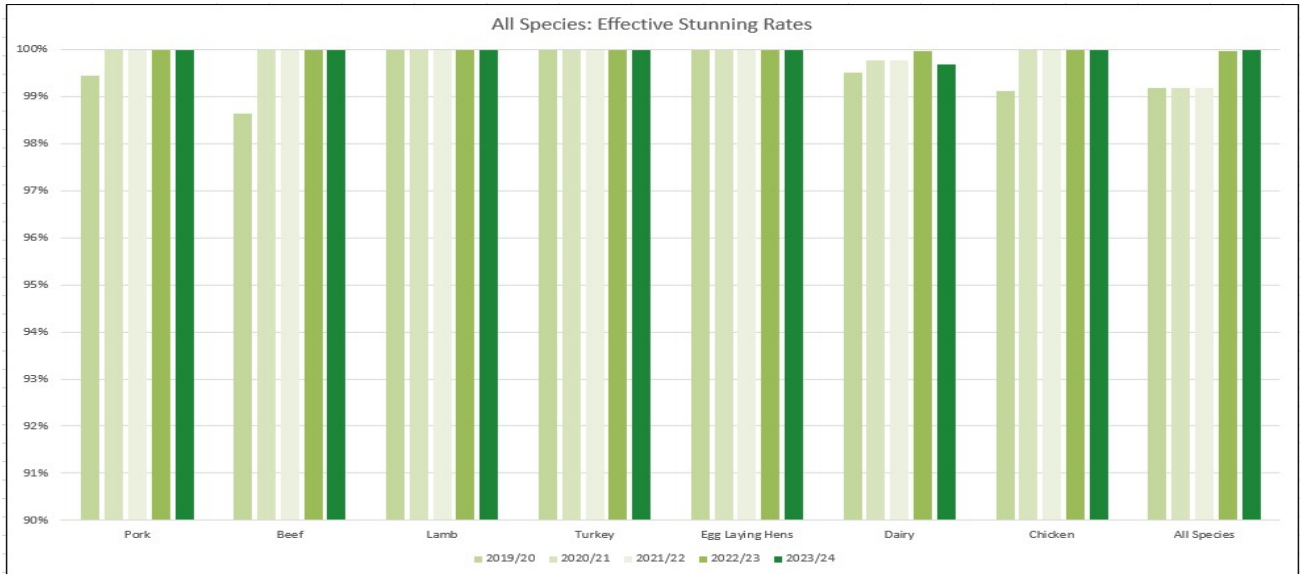
Examples of other welfare measures our suppliers monitor.

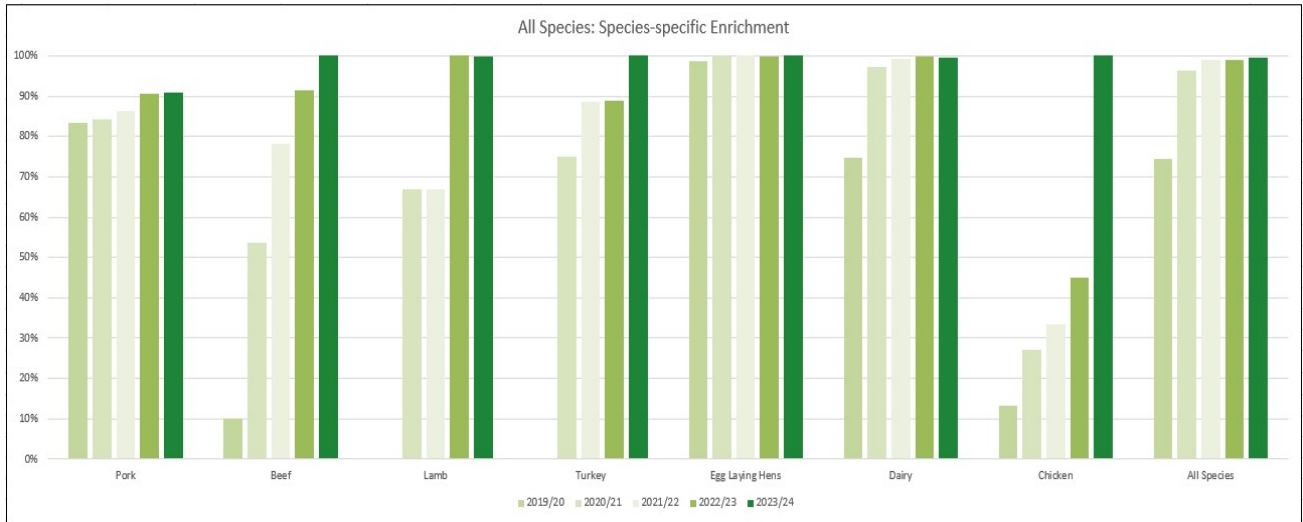
100% of suppliers measure lameness and mortality. All egg suppliers measure end of lay feather coverage.

Pork	Body Condition, Lameness (11%), Mortality (2%)
Beef	Vocalisation, Electric Goad Usage, Body Condition, Lameness (4%), Stomach Ulcers, Mortality (3%)
Lamb	Lameness (6%), Mortality (1%)
Turkey	Lameness (5%), Mortality (2%)
Egg-laying hens	Feather Cleanliness, Bone breakages, Keel bone fractures, End of lay feather coverage (65 to 80%), Lameness (2%), Mortality (8%)
Dairy cattle	Body Condition, Involuntary Culls, Lesions, Swelling, Cleanliness, Johnes Score, BVD Free status, Cow Breeding, Respiratory & Enteric Diseases, Mortality (4%), Breast Health, Longevity, Culling Rates, Lameness (12%), Wounds, Overgrown Feet, Ingrown Horns, Size of cow (too thin), Mastitis (Somatic Cell Count - see graph)
Chicken	Lameness (3%), Mortality (10%), Bone breakages, Feather coverage

All Species Graphs







Inhumane Practices

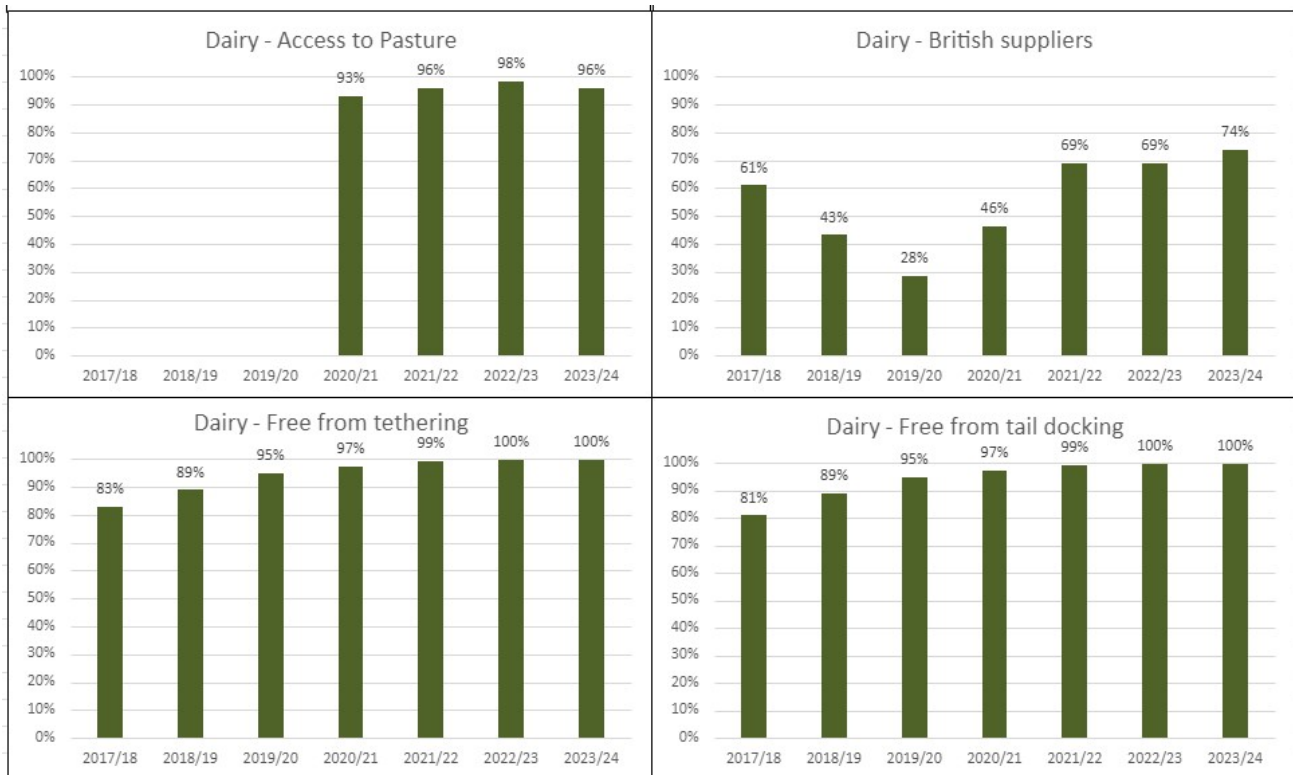
Egg	100% of day-old male chicks in our supply chain are not culled.
Dairy, Beef & Pork	We do not have any farms with fully slatted floors.
Dairy	We believe each individual farm will decide how and when they will separate the cow and calf. The decision will be made based on the welfare of either the cow or calf and will be part of a disease control protocol that is written in the herd health plan, written by the vet.

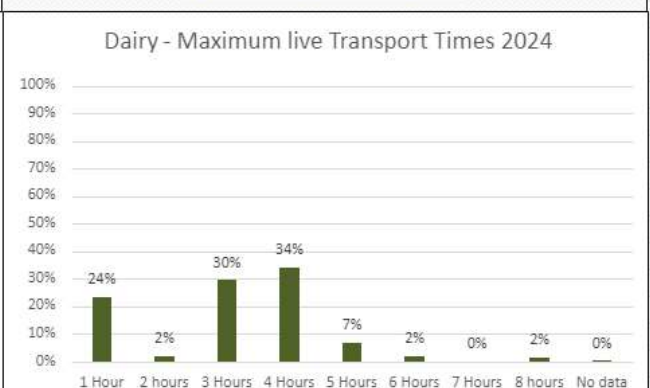
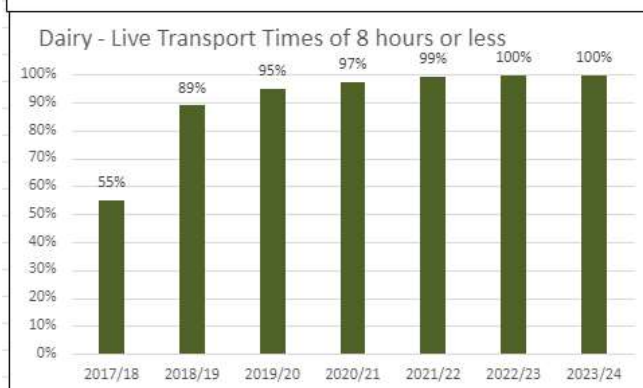
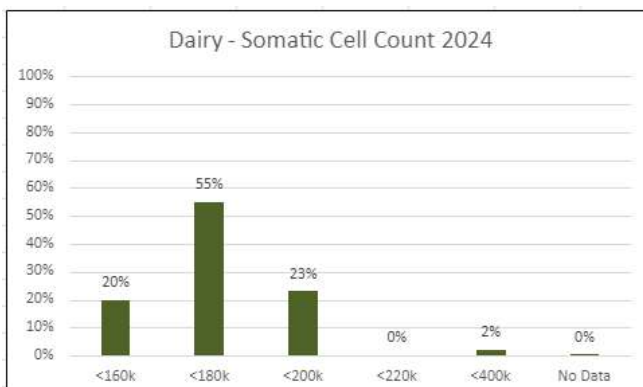
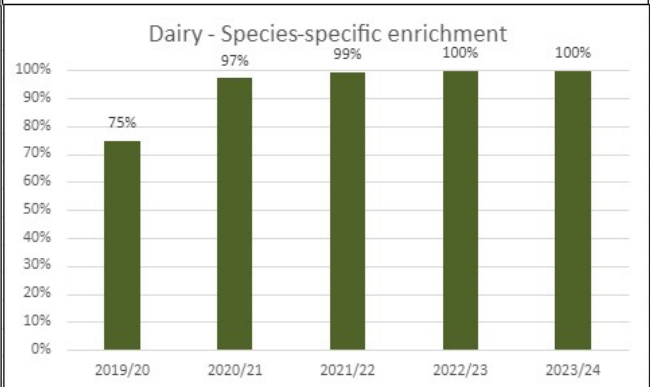
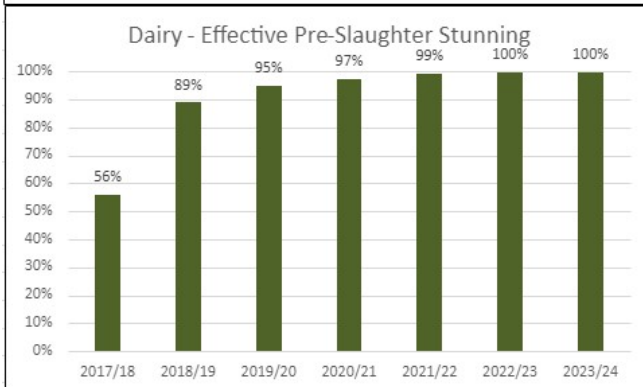
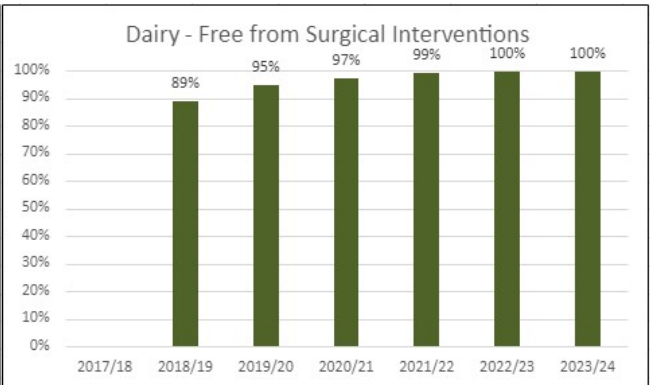
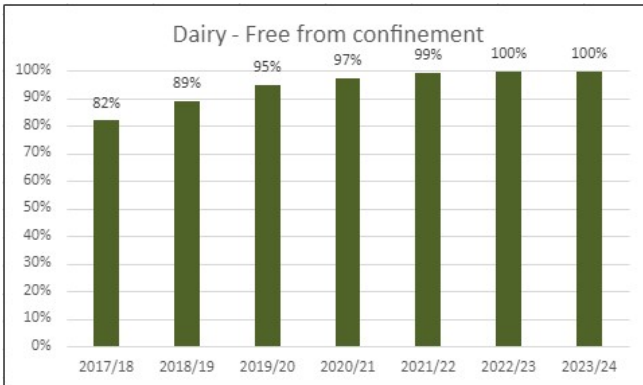
Species Specific Graphs & Additional Outcome Measures

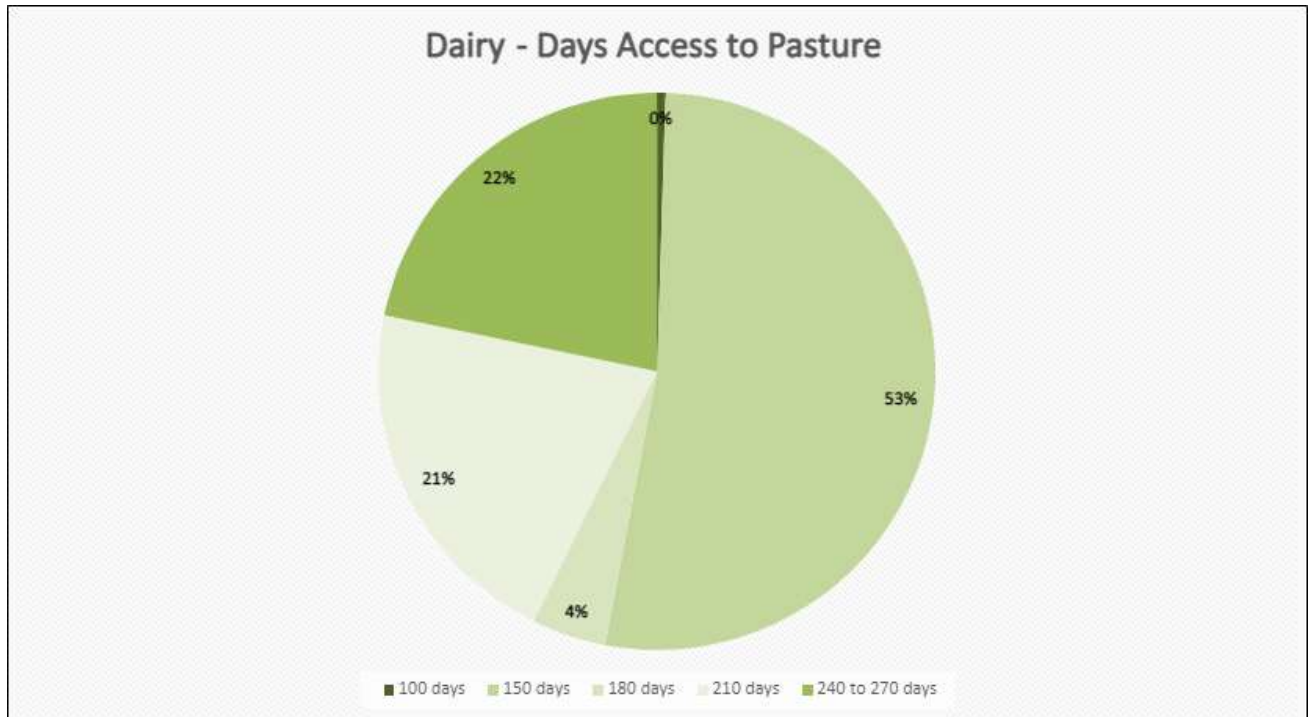
All below data is based on a minimum position of audited feedback from suppliers based on our annual questionnaires. Where no data is available, we have decided to attribute the lowest performance. We do not purchase any rabbit, fin fish or geese.

Percentage volume by species – Dairy 84%, Laying Hens (Eggs) 8% and all meat combined 8%.

Dairy







Additional outcome measures

- 73% of dairy comes from UK with 27% from the EU
- 100% of our dairy suppliers have a commitment / policy to avoid antibiotics for prophylactic and metaphylactic use.
- Our suppliers have confirmed that pre-slaughter stunning is through captive bolt or electric methods.
- Across 100% of dairy cattle, 0.18% are repeat or back up stunned.
- 100% of dairy cattle in our supply chain are provided with enriched environments including brushes for scratching, fans, boat buoys, chains, foot balls, shade, and water spray.
- 100% of our dairy supplier's measure, monitor and have plans to treat lameness. Based on our recent assessment 12% of cows in our supply chain are lame with treatment plans in place.
- 100% of our dairy suppliers do not euthanise bull calves.
- 96% of dairy cattle have access to pasture with 4% in housed systems.
- 100% of dairy cattle are free from dehorning.
- 100% of cows are disbudded within 4 weeks of birth. This is covered within the Red Tractor and other standards.
- We do not have any farms with fully slatted floors.

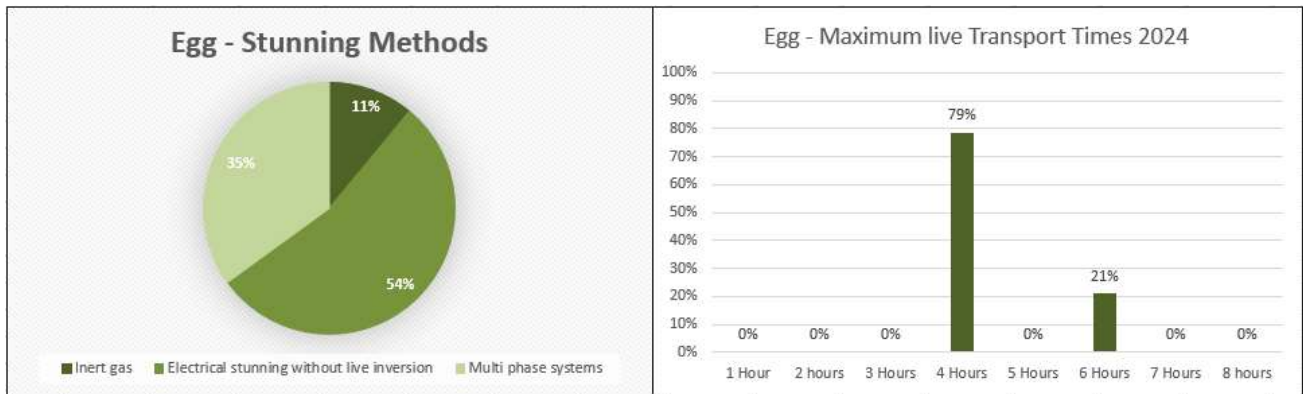


- Mortality rate is circa 4%.
- Somatic cell count is reducing annually which means mastitis is being monitored and treated.
- Other welfare measures are being reviewed; we just do not have enough data to be able to report.
- 100% of cows in our supply chain are not tethered.



Laying Hens

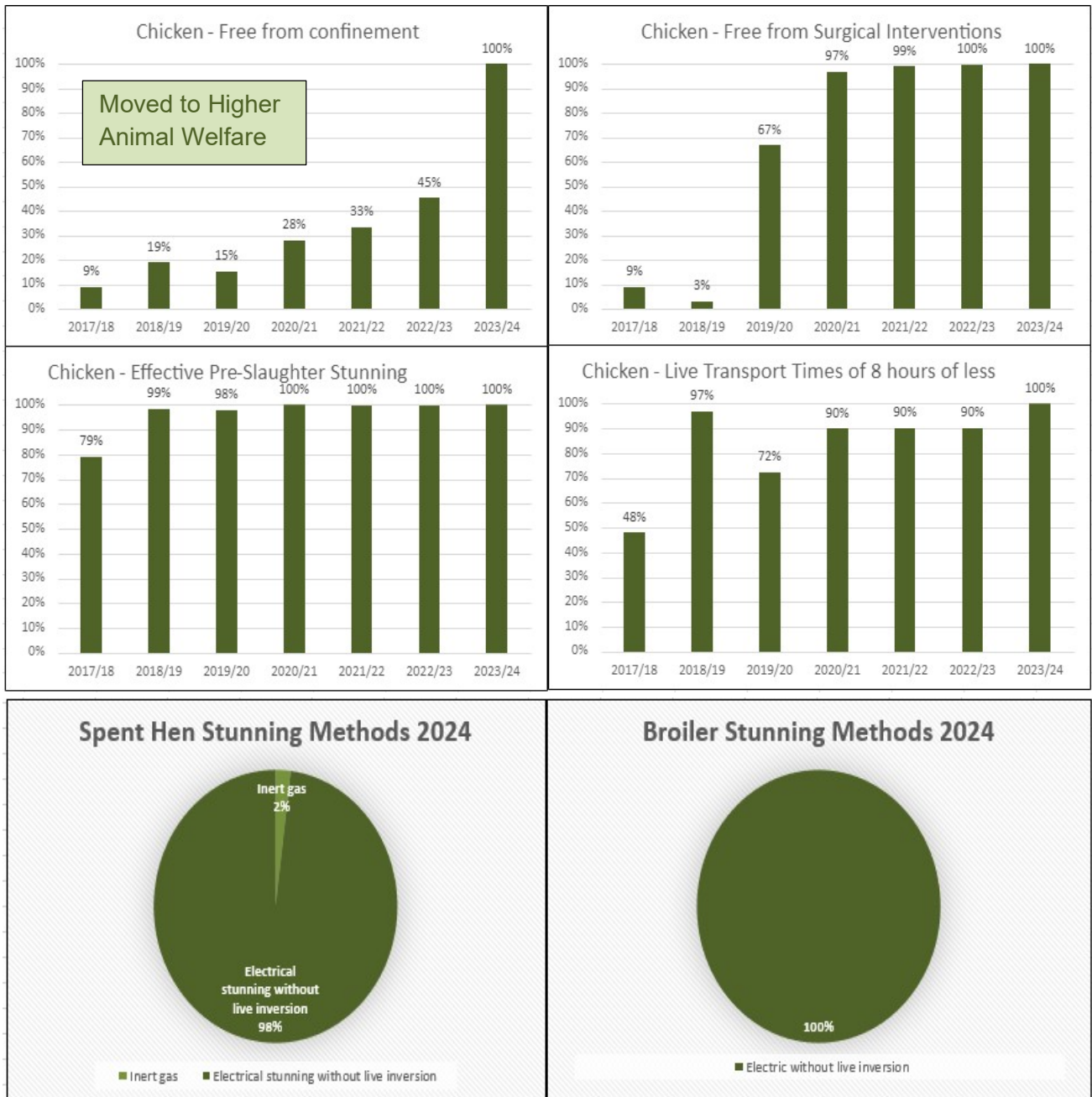


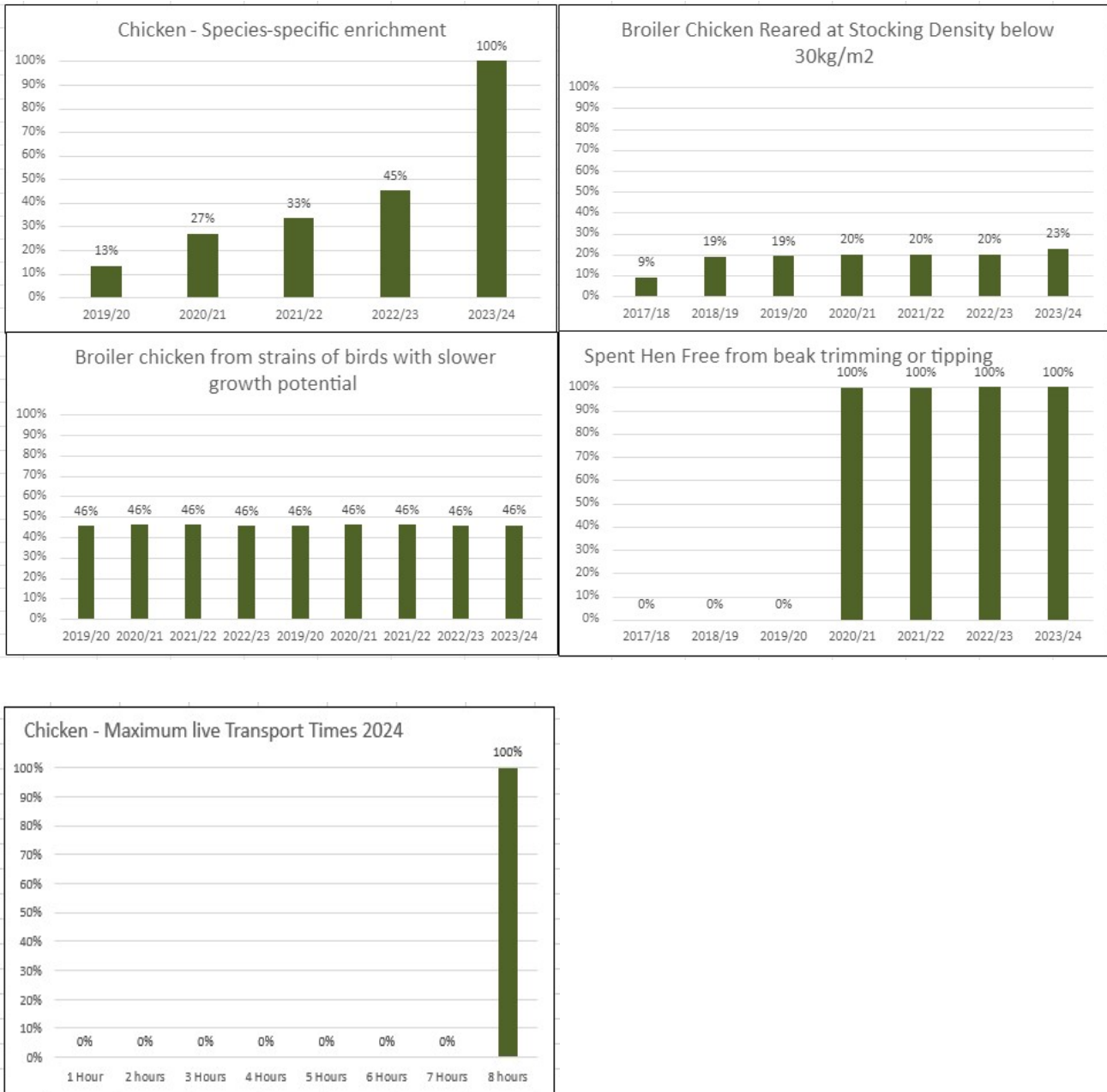


Additional outcome measures

- 100% of our eggs come from the EU.
- 100% of our egg suppliers have a commitment / policy to avoid antibiotics for prophylactic and metaphylactic use and that the use of antibiotics is exceedingly rare. If required, they would be administered under the direction of a veterinary surgeon and any withdrawal times are strictly adhered to.
- Our suppliers have confirmed that pre-slaughter stunning is through electric or gas methods. (see above graph)
- Across 100% of hens, 0% are back up or repeat stunned, due to gas stunning.
- 100% of egg-laying hens in our supply chain are provided with enriched environments, including perches, dust baths, and pecking substrates,
- Across 100% of egg-laying hens in our supply chain, the pre-slaughter mortality rate is 8%.
- 100% of egg-laying hens in our supply chain are cage free: 98% are barn hens and 2% are free range.
- Across 100% of hens, the end of lay feather coverage is an average of 65 to 80%.
- All suppliers have a commitment to end the culling on day-old male chicks in the egg supply chain.
- 100% of day-old male chicks are not culled.
- 100% of our egg supplier's measure, monitor and have plans to treat lameness. Based on our recent assessment 2% of hens in our supply chain are lame with treatment plans in place.
- Other welfare measures are being reviewed; we just do not have enough data to be able to report.

Chicken





Additional outcome measures

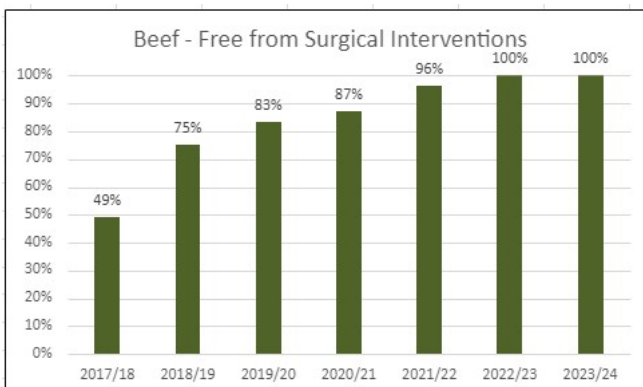
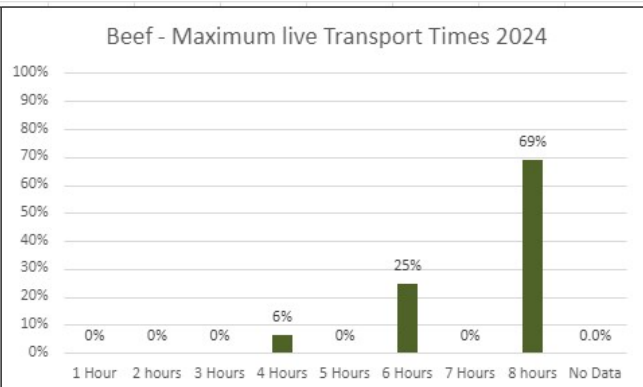
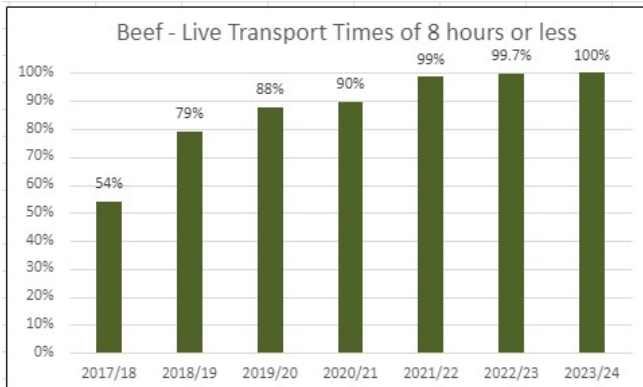
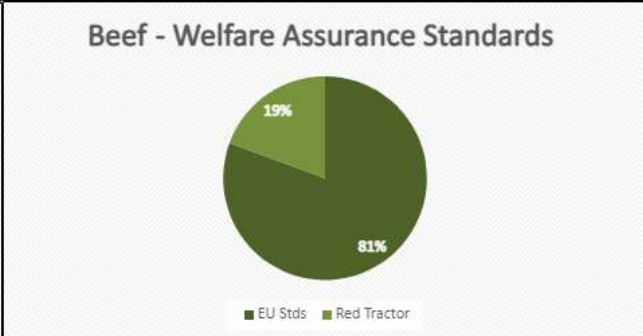
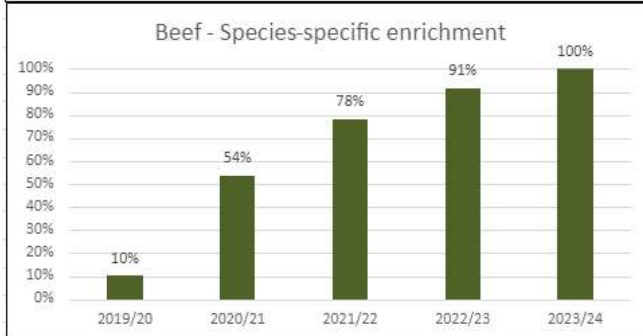
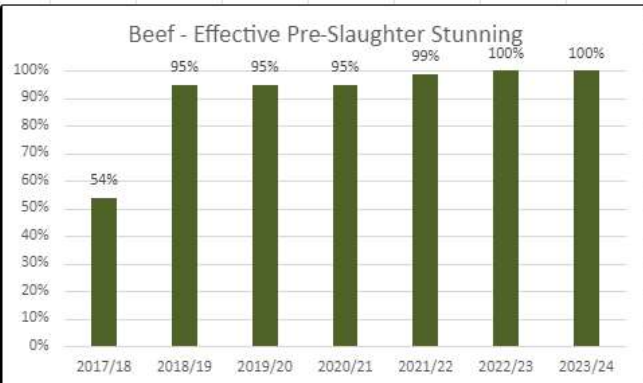
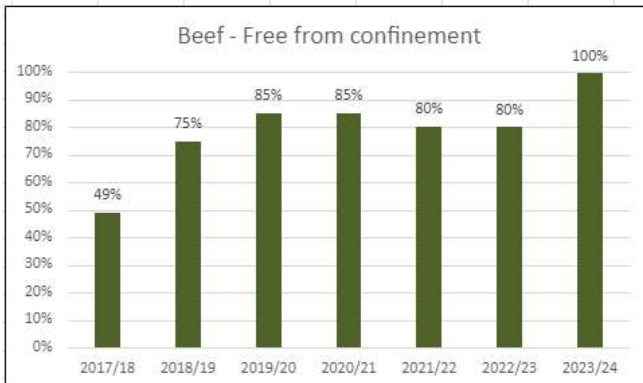
- 100% of our chicken comes from the EU.
- 100% of our chicken meat suppliers have a commitment / policy to avoid antibiotics for prophylactic and metaphylactic use.
- Our suppliers have confirmed that pre-slaughter stunning is by inert gas, or electric stunning without live inversion. – see graph
- Across 100% of chickens, 0% are back-up or repeat stunned.



- 100% are kept in enriched environments which includes perches, pecking stones, play bales and pecking substrates.
- Across 100% of chickens used for meat in our supply chain, the pre-slaughter mortality rate is 10%.
- We are collaborating with our chicken suppliers to understand if transport times have been amended in animal welfare standards and legislation to state a maximum of 4 hours.
- 100% of our egg supplier's measure, monitor and have plans to treat lameness. Based on our recent assessment 3% of hens in our supply chain are lame with treatment plans in place.
- Other welfare measures are being reviewed; we just do not have enough data to be able to report.



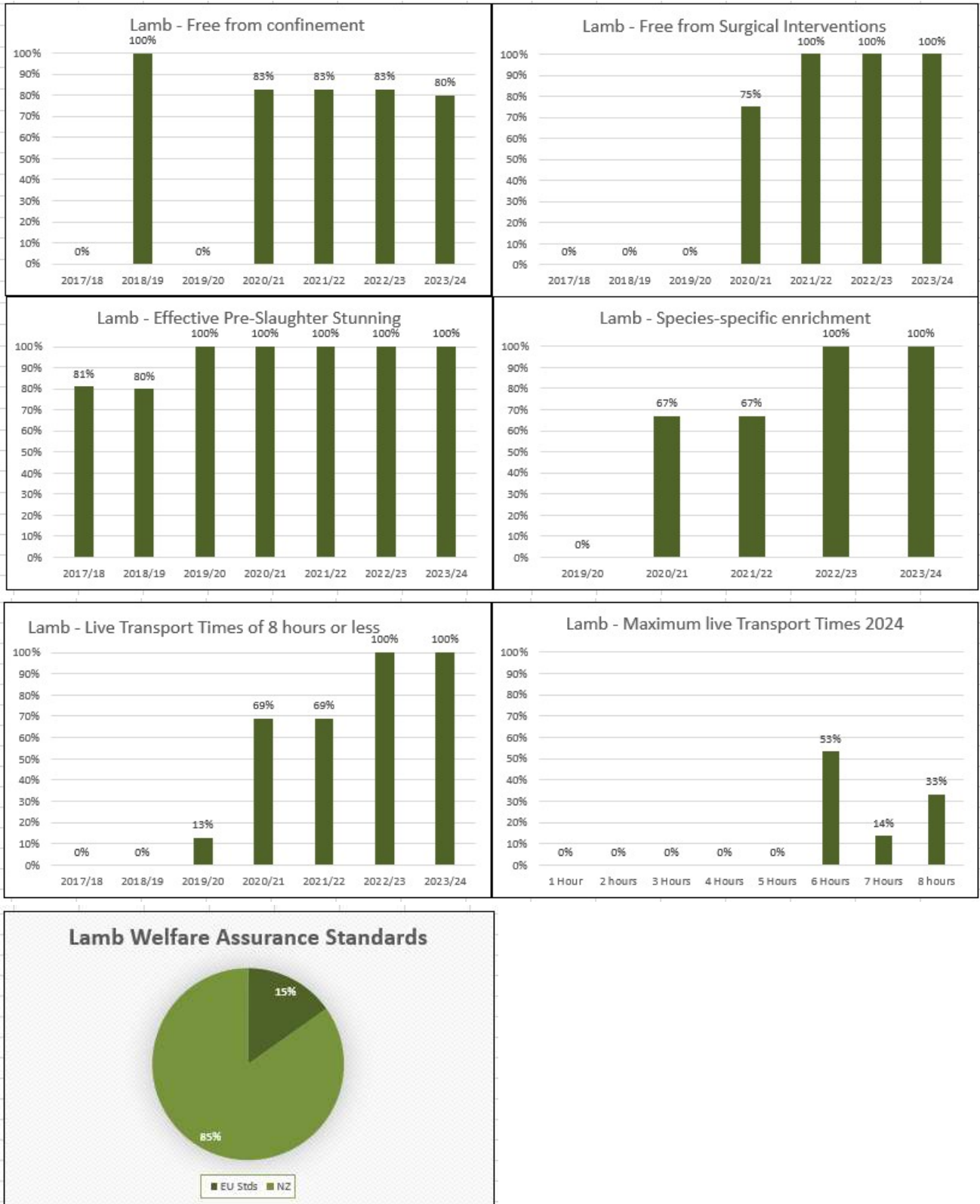
Beef



Additional outcome measures:

- 19% of beef is from the UK and 81% from the EU.
- 100% of our beef suppliers have a commitment / policy to avoid antibiotics for prophylactic and metaphylactic use.
- Our suppliers have confirmed that pre-slaughter stunning is through captive bolt, electric and stun box methods.
- Across 100% of beef cattle in our supply chain, 0% are subject to back-up or repeat stunning.
- 100% of beef cattle in our supply chain are provided with enriched environments, such as the provision of brushes, soft mooring made of straw, shade from trees and water sprinklers.
- Across 100% of beef cattle in our supply chain, the pre-slaughter mortality rate is 3%.
- A minimum of 78% of beef cattle in our supply chain are outdoor reared for at least the summer months.
- 100% of beef cattle are monitored for lameness. The cause of lameness is then investigated and treated. Based on our recent assessment 3% of cows in our supply chain are lame with treatment plans in place.
- 82% of beef cattle are group housed throughout rearing.
- 100% of beef cattle are free from close confinement including CAFO's and feedlots.
- 100% of beef cattle are free from routine mutilations including tail docking and de-horning.
- 100% of calves will be disbudded within 4 weeks of birth as covered by the relevant standards.

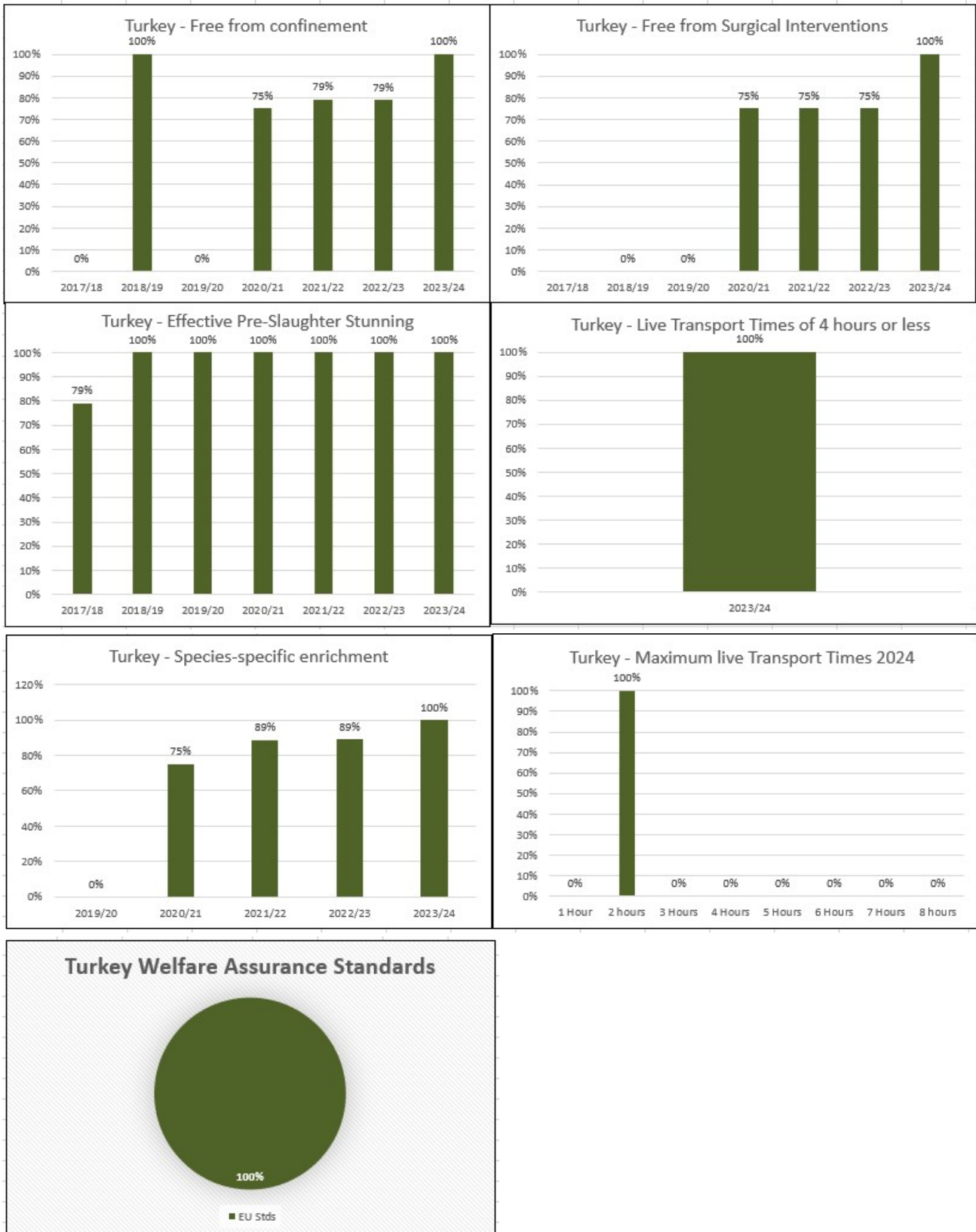
Lamb



Additional outcome measures

- 85% of lamb is from the New Zealand with the remaining 15% from the EU.
- 100% of our lamb suppliers have a commitment / policy to avoid antibiotics for prophylactic and metaphylactic use.
- Across 100% of lamb in our supply chain, 0% are back-up or repeat stunned.
- Our suppliers have confirmed that pre-slaughter stunning is through electric stunning or captive bolt.
- 100% of lamb in our supply chain are free from close confinement.
- 100% of lamb in our supply chain are free from routine mutilations such as mulesing.
- 100% having enriched environments with availability of mirrors, toys, chains, and shade.
- Across 100% of lambs in our supply chain, the pre-slaughter mortality rate is less than 1%.
- 87% of lambs are outdoor reared.
- 100% of lambs are monitored for lameness. The cause of lameness is then investigated and treated. Based on our recent assessment 6% of lambs in our supply chain are lame with treatment plans in place.

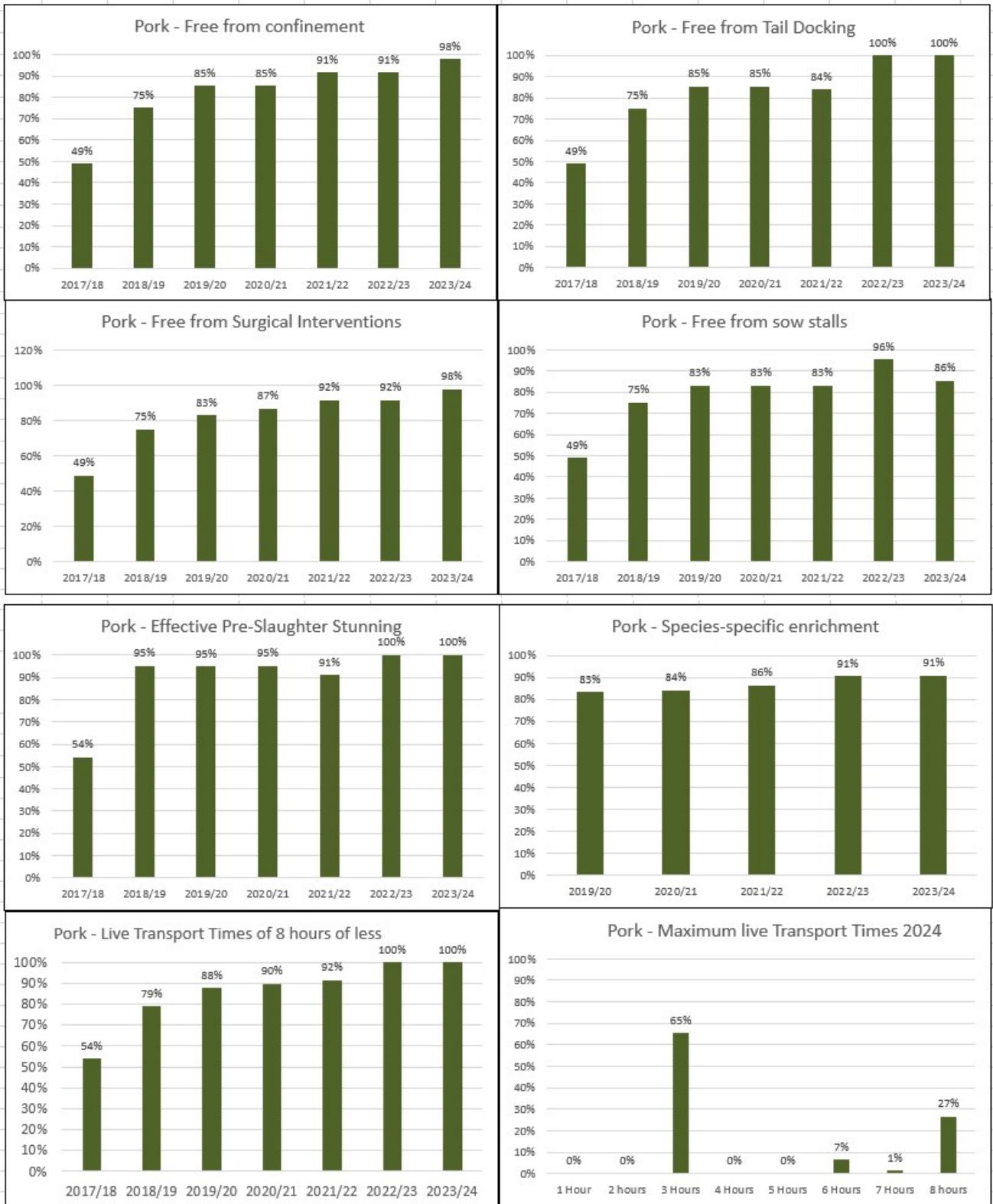
Turkey

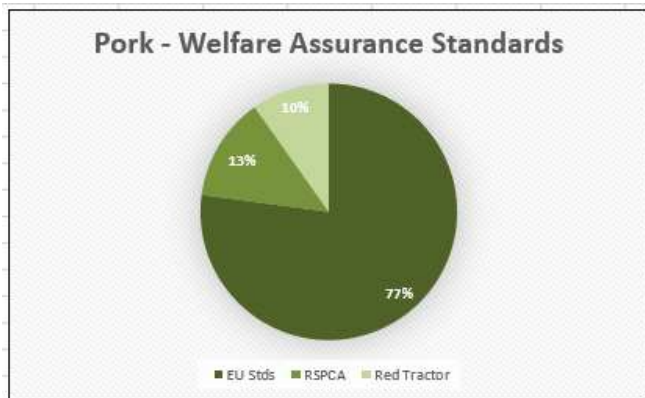


Additional outcome measures

- 100% of turkey is from the EU.
- 100% of our turkey suppliers have a commitment / policy to avoid antibiotics for prophylactic and metaphylactic use.
- Our suppliers have confirmed that pre-slaughter stunning is by electric or gas methods.
- 100% of our turkey suppliers have confirmed that 0% of turkeys in our supply chain are subject to back-up stunning.
- 100% of turkeys in our supply chain are transported within 2 hours.
- 100% of turkeys in our supply chain are free from close confinement, free from routine mutilation and are provided with enriched environments.
- Across 100% of turkey in our supply chain, the pre-slaughter mortality rate is less than 2%.
- 100% of turkeys are provided with effective enriched environments. The turkeys have distraction materials such as ropes or brushes. In addition, the floor is littered with straw, wood shavings and they have access to outdoor areas.
- 100% of turkeys are monitored for lameness. The cause of lameness is then investigated and treated. Based on our recent assessment 5% of turkeys in our supply chain are lame with treatment plans in place.

Pork





Additional outcome measures:

- 77% of pork is from the EU with the remaining 13% from the UK.
- 100% of our pork suppliers have a commitment / policy to avoid antibiotics for prophylactic and metaphylactic use.
- 78.8% of pigs are outdoor reared.
- 100% of suppliers measure lameness in the drove with 11% being reported.
- Our suppliers have confirmed that pre-slaughter stunning is through electric or gas methods.
- Across 100% of pigs in our supply chain, 0% are subject to back-up or repeat stunning.
- 100% of pigs are provided with enriched environments, such as the provision of straw, grass, space, and shade which allow rooting and chewing behaviours.
- The average pre-slaughter mortality rate across 100% of pigs in our supply chain is 0.33%.
- 98% of pigs in our supply chain are free from farrowing crates and gestation / sow stalls. It is unknown if the remaining 2% use sow stalls and if so, the maximum time sows are confined for.
- 100% of pigs are free from tail docking.