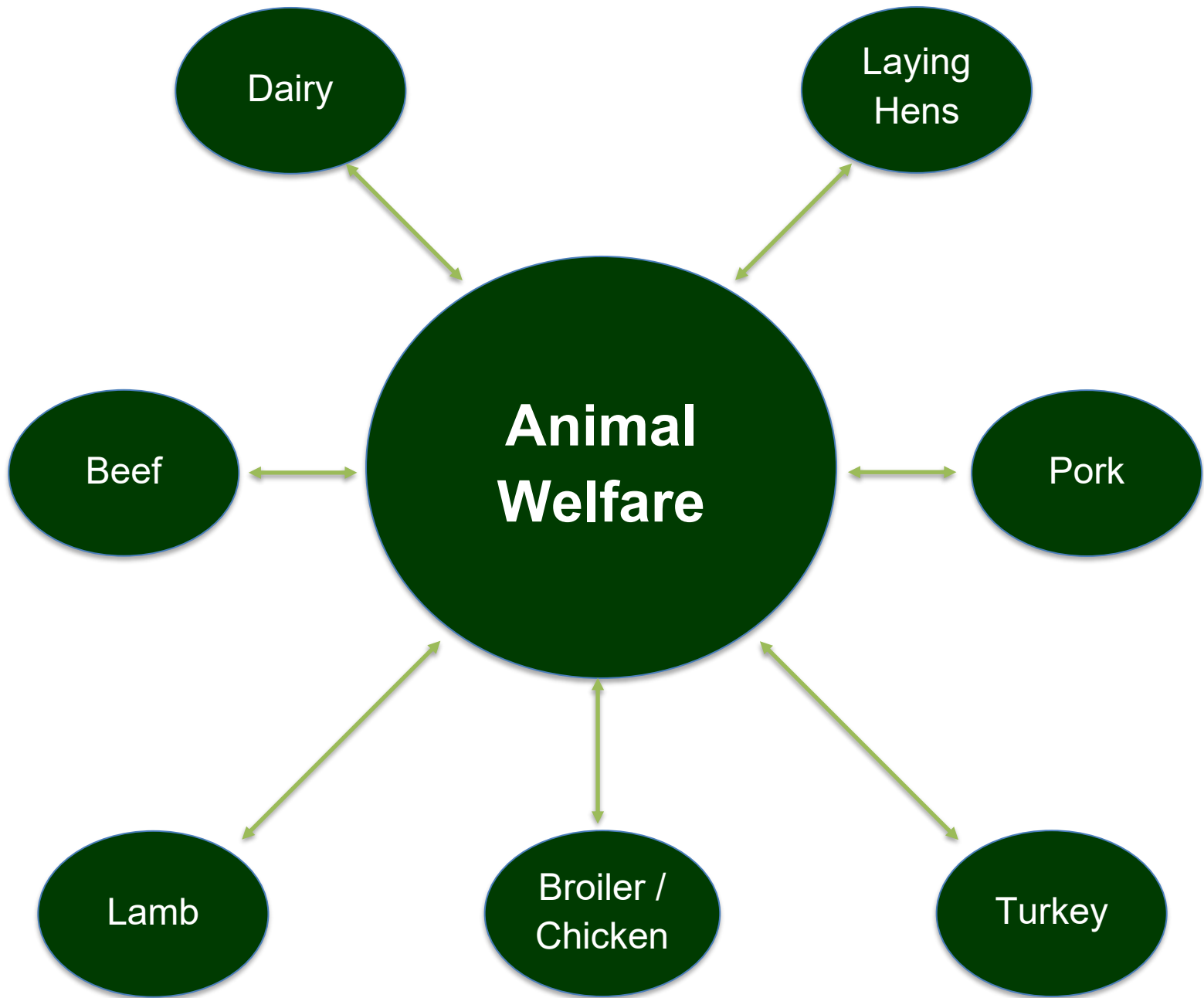




INTRODUCTION

Premier Foods does not directly breed or rear farm animals. Instead, we collaborate closely with our suppliers to uphold and implement our Animal Welfare Policy.

We recognise animals are sentient beings and are committed to ensuring they are treated with respect and care. Through ongoing collaboration with our suppliers, we promote high standards of welfare across our supply chain.

We actively engage with suppliers to understand their practices and challenges, advocating for continuous improvement and greater transparency. Our goal is to enhance animal welfare throughout our supply network, including primary producers and those using animal-derived ingredients indirectly.

We expect all suppliers to share our commitment to animal health and wellbeing and to maintain high welfare standards. While supplier relationships may evolve, our dedication to enforcing our policy remains unchanged.

Note: This document reflects the status as of April 2025 and includes all acquisitions to date. It applies to **all species and geographies** within our supply chain.

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Our approach to animal welfare

We believe animal welfare must be considered at every stage, on farm, during transport, at market, and at slaughter to prevent unnecessary suffering.

We recognise farm animals are sentient beings and define good welfare as encompassing:

- Physical health and wellbeing
- Mental wellbeing
- Freedom to express natural, 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

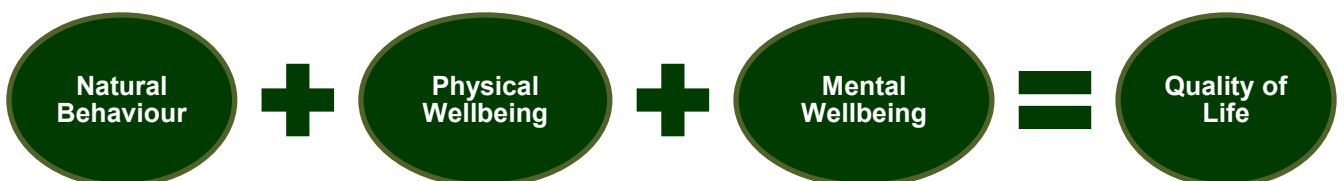
Freedom from fear and distress

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.

120 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 4 hours for poultry and 8 hours for other species.

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

Farm Animal Welfare is governed under the Planet Pillar of our Enriching Life Plan, with oversight at **Board level**. This forum reviews ethical issues, including farm animal welfare, and ensures policy alignment.

The Central Procurement Team is responsible for the day-to-day management and implementation of our Farm Animal Welfare Policy.

To ensure compliance:

- Suppliers must complete a welfare assessment via our online portal, aligned with raw material specifications.
- Corrective actions are agreed upon in cases of non-compliance, with clear timelines for resolution.

Farm Animal Welfare is embedded in:

- Procurement strategies
- Tender documentation
- Supplier contracts

Performance is reviewed annually through:

- Supplier meetings
- Questionnaires
- Spot checks via farm visits using a structured checklist.

Collaborating with our suppliers

We collaborate closely with our suppliers to advance farm animal welfare standards, embedding clear objectives into joint business plans with key partners to drive meaningful progress.

Our supplier audit team conducts on-site visits to review practices and recommend improvements aligned with our specifications and farm animal welfare policy.

Where a supplier is unable to meet our policy requirements, we reserve the right to terminate the relationship and source from an alternative supplier that can comply.

Collaborating with industry to drive higher animal welfare standards.

In 2019, we endorsed the principles of the Food Industry Initiative on Antimicrobials (FIIA) and currently serve on its Strategic Delivery Board, collaborating with industry stakeholders to promote responsible antimicrobial practices and address antimicrobial resistance.

As part of this commitment, farmers within our supply chain no longer use antibiotics as a routine preventative measure. Critically important antibiotics, as defined by the European Medicines Agency (EMA), are used only as a last resort, when necessary to safeguard animal welfare and no alternative treatment is available.

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

Engagement

We actively engaged with key stakeholders to inform and strengthen our approach to farm animal welfare. These collaborations help shape our internal strategy and enhance supplier engagement on welfare outcomes.

We have worked with the following organisations to support this agenda:

- 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 pose a growing global health risk. While antibiotics are used in both human and veterinary medicine, their use in agriculture remains a concern.

In response, the EU Commission and UK Government have introduced legislative measures and reduction targets to limit antibiotic use in farming and improve transparency for consumers.

UK Food Supply Chain

To support coordinated efforts in reducing antibiotic use and addressing antimicrobial resistance, industry stakeholders, including retailers, manufacturers, and processors, have formed the Food Industry Initiative on Antibiotics (FIIA).

Premier Foods is a Board Member of FIIA, which promotes responsible antibiotic use through shared targets and best practices. These targets aim to reduce antibiotic usage without compromising farm animal welfare.

FIIA's commitments and progress can be viewed online: <https://fiia.co.uk/commitments/>

Responsible Sourcing Handbook / Sustainability Bites

As one of the UK's leading food producers, Premier Foods recognises both the responsibility and opportunity to collaborate with suppliers in building a healthier, more sustainable future. Our strategy aligns with the UN Sustainable Development Goals and reflects our commitment to a resilient food system.

To support supplier alignment, we developed the Responsible Sourcing Handbook, a clear, central resource outlining expectations and actions required to deliver our Enriching Life Plan.

We aim to be partner of choice, acknowledging the complexity of ESG and the evolving strategies of our customers. By working together across the food system, we can drive meaningful impact and encourage all suppliers to meet our minimum standards.

Our Responsible Sourcing Handbook can be viewed online: <https://www.premierfoods.co.uk/wp-content/uploads/2025/06/responsible-sourcing-handbook-master25.pdf>

Premier Foods continues to build internal awareness around climate change. As part of this effort, we hosted a webinar featuring external experts, including a key dairy supplier, who shared best practice on:

- On farm carbon measurement
- Incentivising progress
- Product level carbon footprinting

This initiative supports our broader commitment to sustainability and responsible sourcing.

Sustainable Dairy

Our Procurement and ESG teams, including our ESG Director, conduct farm visits to assess how improvements in breeding, welfare, feed, and slurry management can reduce the carbon footprint of the milk and butter used in our Ambrosia and Mr Kipling products.



Milk suppliers conduct annual carbon impact assessments and use the Cow Compass tool to monitor and support herd health.

These visits also provide an opportunity to explore ways to help more farmers across our supply chain adopt best practices and lower their environmental impact.

Building Internal Capability & Supplier Engagement on Farm Animal Welfare

Premier Foods does not directly breed or rear farm animals. To effectively implement our Farm Animal Welfare Policy, we ensure that teams engaging with suppliers are well trained and informed.

Internal Training and Knowledge Building

- All buyers involved in sourcing products of animal origin receive dedicated training on farm animal welfare.
- Farm animal welfare training is included in the induction programme for new procurement team members.
- The procurement farm animal welfare team regularly updates the wider business on progress against goals and KPI's, helping embed farm animal welfare awareness across the organisation.
- Team members broaden their understanding through direct farm visits and discussions with farmers.
- In partnership with World Animal Protection, we delivered internal training for relevant procurement and technical staff.
- In 2021, we introduced a supply chain mapping platform to trace all ingredients and support delivery of our 2025 farm animal welfare goals.

In 2023, we partnered with The Future Food Movement to host a Regenerative Agriculture workshop, enhancing cross functional knowledge on sustainable farming practices. We are now members of the Sustainable Agriculture Initiative (SAI).

Supplier Engagement & Compliance

- We expect all raw material suppliers to meet the requirements of our Farm Animal Welfare Policy.
- Where gaps are identified, we collaborate to develop corrective action plans and monitor progress through:
 - Self-assessment questionnaires
 - Audits
 - Third-party certifications
 - Site visits
- Our supply chain assessment programme, launched in 2017, covers all species and animal-derived products. Now in its eighth year, suppliers are required to track and report progress against our targets.
- Tier 1 suppliers are expected to cascade farm animal welfare standards throughout their supply chains, creating a ripple effect of improvement.

We support indirect suppliers in understanding and implementing farm animal welfare policies, including helping a global flavour supplier improve transparency and data validation.

If a supplier is unable to comply with our policy, we will issue formal notice and seek an alternative supplier who can meet our requirements. This course of action will only be pursued as a last resort.

A similar approach is adopted by our supply base. If farms receive non-conformances following either internal or external audits, they are given 28 days to rectify the issues. Failure to comply within this timeframe will result in removal from the supply chain.

Site visits are essential as they enable a comprehensive assessment of farm animals' wellbeing including their physical health, emotional state, and behavioural patterns. We have incorporated references to this in our new animal welfare video to highlight the importance of assessing animals' physical, emotional, and behavioural wellbeing during site visits.

Supplier Led Training & Innovation

Our direct milk suppliers provide regular training to farmers covering:

- Animal health and welfare
- Soil health and nutrient management
- Carbon footprinting
- People management
- Farm economics and milk testing

While Premier Foods does not deliver this training, we monitor its outcomes.

- We also collaborate with milk suppliers on mobility scoring to reduce lameness. With the national average at 25%, suppliers have hosted workshops to help farmers identify early signs and improve herd mobility.

Educating the wider community



Promoting Higher Farm Animal Welfare to Consumers

Premier Foods actively promotes higher farm animal welfare standards to consumers through clear, transparent communication across packaging, digital platforms, and social media.

On-Pack Labelling

Several Ambrosia products feature the Red Tractor logo, assuring consumers that the milk used, approximately ten lorry loads a day, is fully traceable to farms that meet rigorous standards for food, safety, hygiene, animal welfare, and environmental protection. Our Ambrosia team maintains regular engagement with Red Tractor.

Digital Engagement

We raise awareness through brand websites, such as:

- Ambrosia's consumer site, featuring our new video.
- Mr Kipling's website which highlights our use of KAT-certified cage-free eggs in Kipling cakes,

Social Media & Internal Communications

We share updates and educational content on platforms including X, LinkedIn, and Facebook, and regularly communicate progress to colleagues via our internal intranet.

Scope of our supply chain

Dairy Sourcing & Animal Welfare

Milk and dairy ingredients are among the most significant materials we source, with annual usage including approximately fifty million litres of fresh milk, six hundred tonnes of butter, and 3,500 tonnes of milk powder, alongside cream, yoghurt, condensed milk, and whey. These ingredients are used across key brands such as Ambrosia, Mr Kipling, and Homepride.

Sourcing Standards

- All our liquid dairy products used in UK production, including milk, butter, cream, and yoghurt, are 100% sourced from British suppliers.
- All milk from UK suppliers is produced on farms accredited to the Red Tractor Dairy Assurance Scheme ensuring:
 - Adequate space and safe housing
 - Unlimited access to clean water and nutritious feed
 - Comprehensive health plans and medicine records for livestock

Driving Welfare Improvements

We collaborate with all dairy suppliers, across fresh and non-fresh products, to implement monitoring systems that enhance welfare outcomes. Key benchmarking areas include:

- Access to pasture, 120 days as per our FAW policy
- Transport duration
- Somatic Cell Counts (SCC)
- Housing systems
- No bull calf euthanasia (introduced in 2020)
- Male calves are not shot at birth or exported to the EU

Breeding & Herd Management

Farmers follow herd-specific breeding policies focused on improving:

- Animal health
- Fertility
- Milk quality
- Longevity

Breeds include Holstein, Friesian, Holstein-Friesian cross, Channel Island, and Jersey.

Disease Management & Health Monitoring

- All liquid milk farmers maintain herd health plans, reviewed annually by vets.

- Farmers record key health indicators such as lameness, mastitis, involuntary culling, and calf mortality to support continuous improvement.
- Participation in national disease control programmes is mandatory, including:
 - Action Johne's – National Johne's Management Plan
 - BVDV-free initiatives (Bovine Viral Diarrhoea Virus)

Egg Sourcing & Animal Welfare

In 2012, Premier Foods committed to sourcing only cage-free eggs by 2017, a goal we successfully achieved. In recognition of this, we received the Good Egg award from Compassion in World Farming.

All direct egg suppliers meet the high welfare standards set by KAT (Association for Controlled Alternative Animal Husbandry), a leading European certification for hen rearing systems. These standards include:

- No use of combination cages
- Limits on stocking density
- Provision of natural litter, perching areas, and nesting space
- Guaranteed access to natural light
- Prohibition of routine mutilations such as beak trimming or tipping

KAT-certified producers across the EU have also fully adopted the ban on male chick culling, further strengthening welfare outcomes.

To ensure compliance, suppliers are regularly inspected by KAT and audited by Premier Foods to maintain high standards of quality and animal welfare.

Chicken Sourcing & Animal Welfare

All our chicken ingredients are sourced from the EU in the form of dehydrated chicken, fats, and extracts. There is a mixture of animal welfare standards including Free Range, Label Rouge, Organic and EU.

Sourcing Composition:

- 44% of our chicken is from broilers.
- 55% is from spent laying hens, helping reduce demand for commercial broilers and supporting food waste reduction by utilising by-products not typically used by meat manufacturers.

Data & Welfare Monitoring

As many of our broiler chicken ingredients are industry by-products, collecting detailed farm-level data is complex. However, we continue to collaborate with suppliers to improve data collection and drive better welfare outcomes.

Improving Welfare Standards

We are actively identifying and increasing sourcing from farms with lower stocking densities and enhanced welfare practices.

Animal Welfare Commitment

Routine mutilations, such as beak trimming, are prohibited in our supply chains.

Better Chicken Commitment Progress: We are actively collaborating with suppliers to implement the Better Chicken Commitment (BCC) and remain on track to surpass 70% adoption by the end of 2025. <https://betterchickencommitment.com/uk/>

Progress on Criteria 5, "Implementing controlled atmospheric stunning (CAS) using inert gas or multi-phase systems, or effective electrical stunning without live inversion", continues to present challenges for the industry. Our suppliers have advised that not all slaughterhouses are currently able to adopt these methods due to specific Halal processing requirements. (Refer to the species-specific reporting for detailed progress graphs)

Beef Sourcing & Animal Welfare

Most of our beef ingredients are sourced in the form of beef fat and stock, with all products originating from the UK and EU. Our supply chain excludes the use of Concentrated Animal Feeding Operations (CAFOs).

There is a mixture of animal welfare standards including Better Leven (The Better Life Label), Red Tractor, Board Bia, and EU.

Lamb Sourcing & Animal Welfare

We are a small-scale purchaser of lamb meat and stock, sourcing from Australia, and the EU. Our supply chain is free from mulesing practices. Suppliers are required to provide assurance that lambs are reared in accordance with humane and ethical standards, without the use of mulesing.

Turkey Sourcing & Animal Welfare

Our turkey usage is minimal and entirely sourced from within the EU. All birds are cage-free, undergo no beak trimming, and are transported within a two-hour window.

Pork Sourcing & Animal Welfare

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

Pork welfare is governed by EC Directive 2008/120/EC which sets minimum standards for the protection of pigs. Where possible, we source from suppliers accredited to RSPCA Assured, Red Tractor Farm Assurance or equivalent EU standards.

We recognise the issue of tail-biting in pig groups and support sourcing from farms that provide suitable enrichment materials to encourage natural behaviours such as rooting, pawing, and chewing. Routine practices such as tail docking and corner teeth reduction are not permitted in our supply chains.

Performance Management

Our Goals

Objective	2019 achieved	2020 achieved	2022 achieved	2023 achieved	2024 achieved	2025 achieved	2026 target	2027 target
Maximum transportation time of 8 hours for all species	88%	95%	97.4%	99.3%	100%	100%	100%	100%
Maximum transportation time of 4 hours for Poultry	N/A	N/A	N/A	N/A	N/A	71%	80%	90%
Eliminate the transport of live animals via sea freight	N/A	N/A	N/A	N/A	N/A	100%	100%	100%
Ending the use of close confinement for all species	89%	94%	97%	98.9%	100%	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%	100%
Use of effective pre-slaughter stunning	91%	95%	97.5%	99.9%	100%	100%	100%	100%
Provision of effective species-specific enrichment	N/A	74%	96.3%	98%	100%	100%	100%	100%
Compliance to the Better Chicken Commitment	N/A	N/A	N/A	50%	65%	70%	See comments below	

Our achievement calculations to date are based on the volume purchased for each species, including both direct animal products and derivatives.

Better Chicken Commitment (BCC)

We remain committed to the principles of the Better Chicken Commitment and continue towards meeting its standards. However, we acknowledge that there are ongoing industry-wide challenges in implementing controlled atmospheric stunning (CAS) using inert gas or multi-phase systems, as well as effective electrical stunning without live inversion. Our suppliers have advised that not all

slaughterhouses are currently able to adopt these methods due to specific Halal processing requirements. These technical and operational hurdles are likely to prevent full compliance by the end of December 2026. We are actively collaborating with industry partners to explore viable solutions and drive progress in this area.

Once we have met our targets, we incorporate the relevant objective into our Animal Welfare Policy. It is essential that we continue to monitor and verify supplier compliance as part of our animal welfare reviews.

We have now integrated our recent acquisitions into reporting, and this includes capturing any products of animal origin used within both The Spice Tailor and Fuel 10K brands. For The Spice Tailor we export some dairy products from the UK or EU to India for production, depending on the destination for the final products.

Meeting our Animal Welfare Commitments by End of 2025

When we set our targets in 2019, we recognised them as being ambitious due to the complexity of our supply chain. To achieve these goals, we remain committed to:

- **Maintaining and enhancing standards** with both existing and new suppliers.
- **Sharing Premier Foods' Animal Welfare Policy annually** with all suppliers providing products of animal origin, including derivatives used in flavours, sauces, bouillons, and other ingredients.
- **Ensuring supplier compliance** with minimum farm animal welfare standards, tailored by territory and species. This approach helps us align supplier practices with our objectives and identify areas for improvement through close collaboration.

We will continue working with our supply base to raise animal welfare standards, prioritising existing suppliers where possible. This includes identifying new farms and animal-derived products that meet our criteria. Where standards cannot be met despite our engagement efforts, we will consider alternative suppliers. Our animal welfare goals are embedded in UK liquid milk Joint Business plans to support delivery by 2025.

We are transitioning to higher welfare standards for all applicable meat products. Suppliers must be able to verify sourcing to support our performance and uphold our alignment to the Better Chicken Commitment (BCC), which was not included in our original 2025 targets.

Supply Chain Transparency

One of our key challenges is capturing accurate data across our entire supply chain, particularly where suppliers are distanced from the origin of animal-derived ingredients.

We continue to collaborate closely with suppliers to improve both the quantity and quality of animal welfare data provided annually, and we challenge where necessary.

Our understanding of complex supply chains has grown through ongoing ingredient mapping. This work is providing critical insights into the most intricate areas of our supply network and will underpin our efforts to reach 100% of suppliers of animal origin products.

Animal Sourced Products

The table below outlines the total volume of animal sourced products purchased over the past two financial years, from April 2023 to March 2025.

It includes all species and geographies and reflects both direct and animal derivatives across our operations.

These figures help us to assess the impact of sourcing decisions and support our commitment to improving animal welfare standards.

All species are included regardless of volume, as even small quantities (e.g. turkey and lamb) are important for transparency and long-term welfare tracking.

Species	Volume Apr 23 to Mar 24	Volume Apr 24 to Mar 25
Dairy	138,582 tonnes	127,217 tonnes
Laying Hens (Eggs)	4,157 tonnes	4,810 tonnes
Beef	1,766 tonnes	1,657 tonnes
Spent Hen	351 tonnes	293 tonnes
Broiler	530 tonnes	244 tonnes
Pork	173 tonnes	126 tonnes
Lamb	8 tonnes	6 tonnes
Turkey	4 tonnes	5 tonnes
Total Volumes All Species	145,571 tonnes	134,358 tonnes

Recognition and Continued Commitment to Animal Welfare



We are extremely proud to be recognised among the top four companies to receive Tier 2 ranking, and within the top three for achieving an impact rating of B in the 2024 BBFAW benchmark. While this reflects meaningful progress, we remain committed to continuously improving our performance to meet our animal welfare objectives.

Animal welfare goals are embedded in our Joint Business Plans with our UK Milk suppliers, reinforcing our shared accountability. We continue to extend our efforts to reach the most challenging areas of our supply chain, including rolling out our animal welfare survey to all suppliers of animal products. This helps us better understand their practices and the challenges they face.

The full BBFAW report is available here: www.bbfaw.com/benchmark.

Scope of Reported Data

The data presented covers our global purchases of both direct animal products and animal derivatives and includes recent acquisitions The Spice Tailor and Fuel 10K. The figures reflect minimum performance levels. In cases where data is unavailable, we have applied a worst-case scenario assumption to ensure transparency and consistency in reporting.

Avoidance of Close Confinement Across all Species

Premier Foods is committed to eliminating close confinement practices for all species across all regions, working in close partnership with our suppliers. Close confinement refers to systems such as cages, sow stalls, farrowing crates, CAFO's (Concentrated Animal Feeding Operation), veal crates, and tethering.

We are proud to report that 100% of animals across all species in our supply chain are free from close confinement.

All eggs purchased are sourced exclusively from cage-free production systems.

None of our liquid dairy products, including milk, cream, butter, yoghurt, and non-fresh ingredients, are sourced from close confinement systems.

Over the years, we have made considerable progress and continue to advance towards higher animal welfare standards. This includes collaborating with suppliers to source livestock from farms that do not use close confinement methods.

Surgical Interventions

Premier Foods is committed to avoiding routine procedures such as tail docking, teeth clipping, beak trimming and tipping, castration, and hot iron branding.

In accordance with our Animal Welfare Policy, surgical interventions are only permitted when necessary to prevent suffering, pain, disease, or injury, and must be conducted with appropriate pain relief or anaesthesia.

We are proud to report that 100% of animals across all species in our supply chain are free from surgical interventions.

Additionally, 100% of our dairy and beef cattle are free from dehorning, instead, calves are disbudded within the first four weeks of life using appropriate pain relief or anaesthesia. This practice, which is aligned with Red Tractor and other recognised standards, prevents horn development and reduces the risk of injury within the herd.

Disbudding performed before eight weeks of age is not classified as a surgical intervention, provided it is carried out correctly and with appropriate pain mitigation. In this context, it is considered a routine husbandry practice aligned with recognised animal welfare standards.

11% of our beef cattle are certified under the Beter Leven 2-star label, which significantly reduces the need for disbudding or dehorning.

Stunning Practices

Premier Foods is committed to ensuring that all animals are subject to pre-stunning prior to slaughter, in line with best practice animal welfare standards.

Based on data received from our suppliers, 100% of animals across all species in our supply chain are pre-stunned prior to slaughter.

We acknowledge that not every stunning attempt is fully effective in rendering the animal unconscious, and minimising these occurrences is critical to preventing unnecessary suffering. We actively monitor this across our supply chain and have obtained data from several key volume suppliers over recent years.

Thanks to improved standards at abattoirs within our supply network, the need for back-up stunning is now extremely rare.

Live Transport Times

Our objective is to ensure that all livestock are transported for no longer than eight hours.

Currently 100% of animals across all species in our supply chain are transported within this time frame. Species-specific transport durations are available in our species-specific reporting section.

We are actively working with our poultry suppliers to assess feasibility of reducing transport times to a maximum of four hours. Until full confirmation is received from all suppliers, this threshold cannot

be formally adopted into our Animal Welfare Policy or targets. Our chicken supply includes Spend Hen (76% of volume) and Broiler (24% of volume). Status is outlined below:

Chicken	Turkey	Laying Hens
17%	100% (2 hours)	43%

Species Specific Enrichment

Premier Foods recognises that providing animals with appropriate, species-specific environmental enrichment plays a vital role in enhancing their living conditions. Enrichment allows animals to express natural, innate behaviours, contributing significantly to their overall welfare.

We actively encourage all suppliers, regardless of species or location, to incorporate some form of environmental enrichment into their practices.

100% of animals across all species in our supply chain benefit from species-specific environmental enrichment.

Examples of species-specific enrichment include:

Pork	Straw, bedding, rooting materials, whole vegetables, toys
Beef	Brushes, mirrors, toys, lavender, shade, open pasture access, social grouping
Lamb	Mirror, toys, chains, shade, access to pasture, social grouping
Turkey	Perches, dust bathing, pecking substrates, toys, hanging objects
Egg-laying hens	Perches, dust bathing, pecking substrates, toys, hanging objects
Dairy cattle	Brushes, mirrors, toys, lavender, shade, open pasture access, social grouping
Chicken	Perches, dust bathing, pecking substrates, toys, hanging objects

Additional Welfare Measures Monitored by Our Suppliers

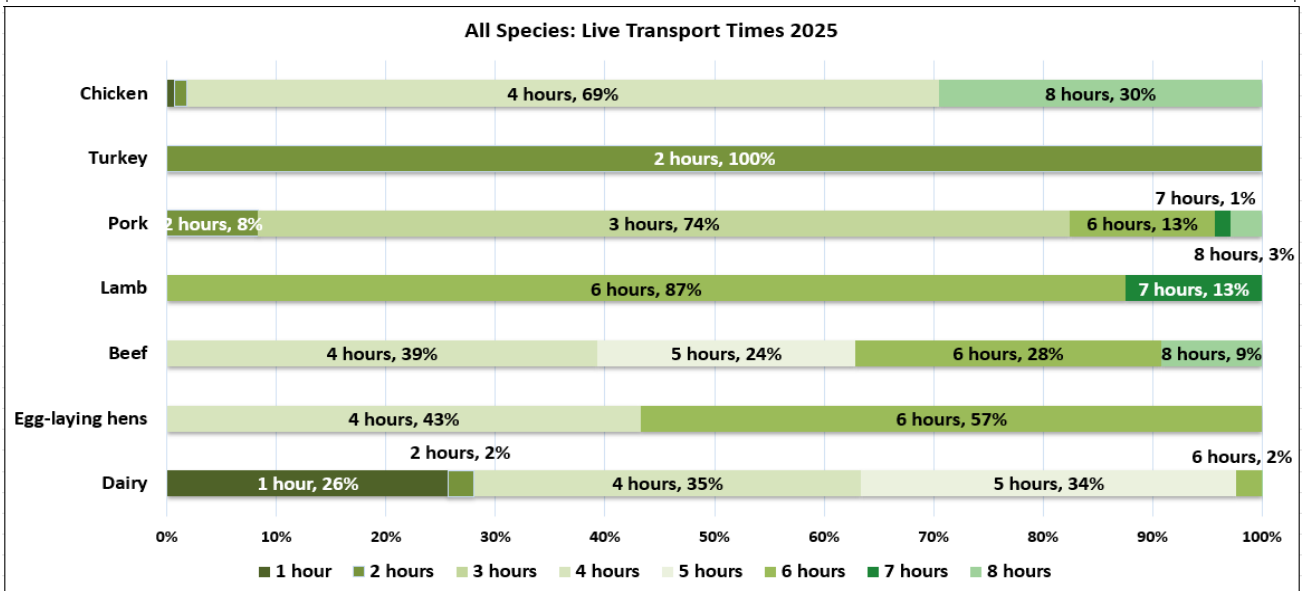
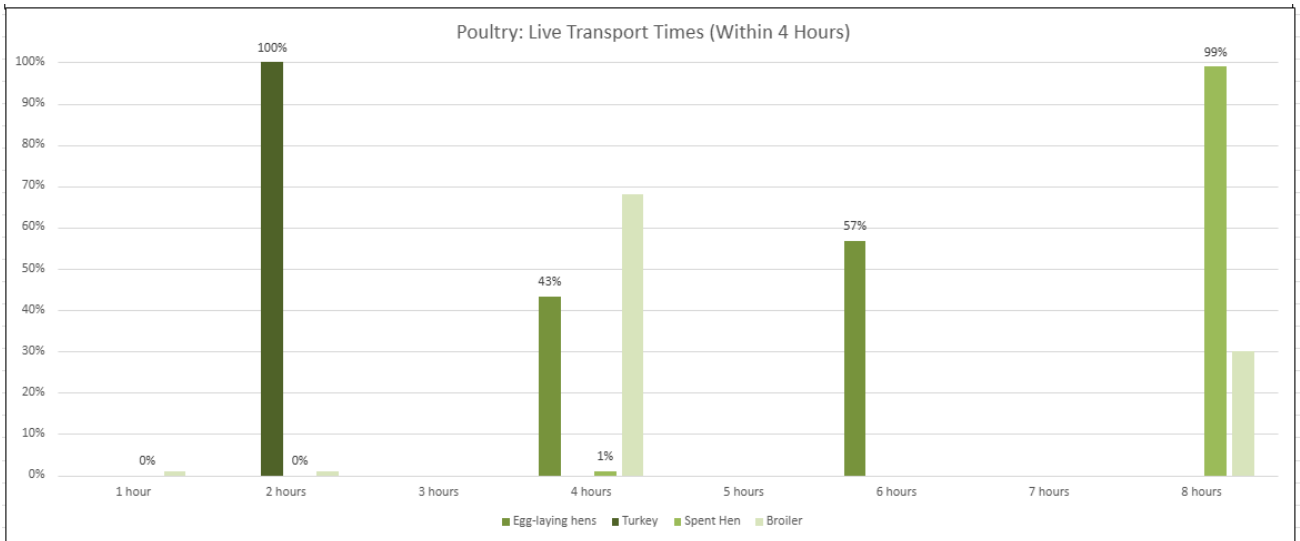
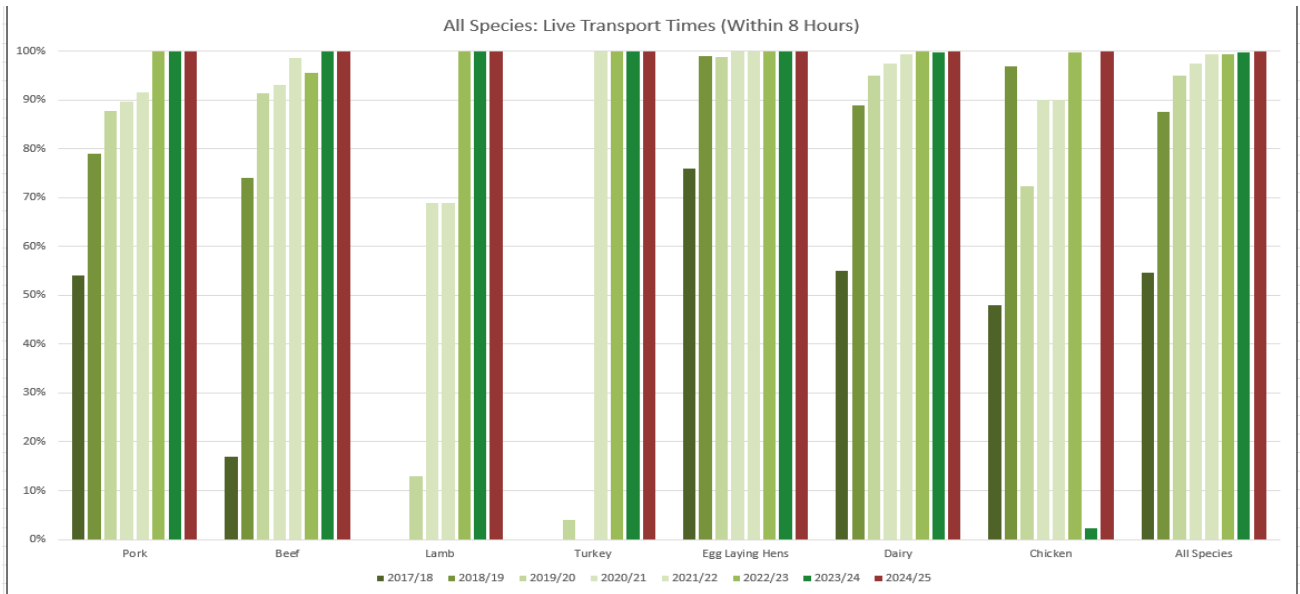
Premier Foods is committed to ensuring high standards of animal welfare across our supply chain. In addition to species-specific enrichment, our suppliers monitor a range of welfare indicators to support continuous improvement.

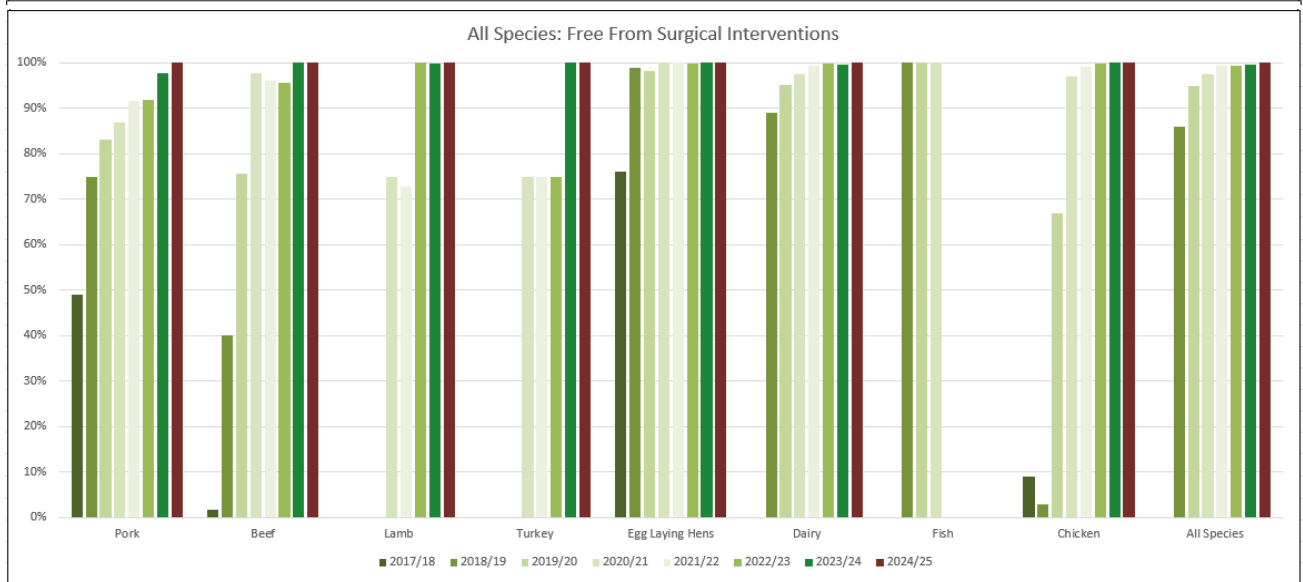
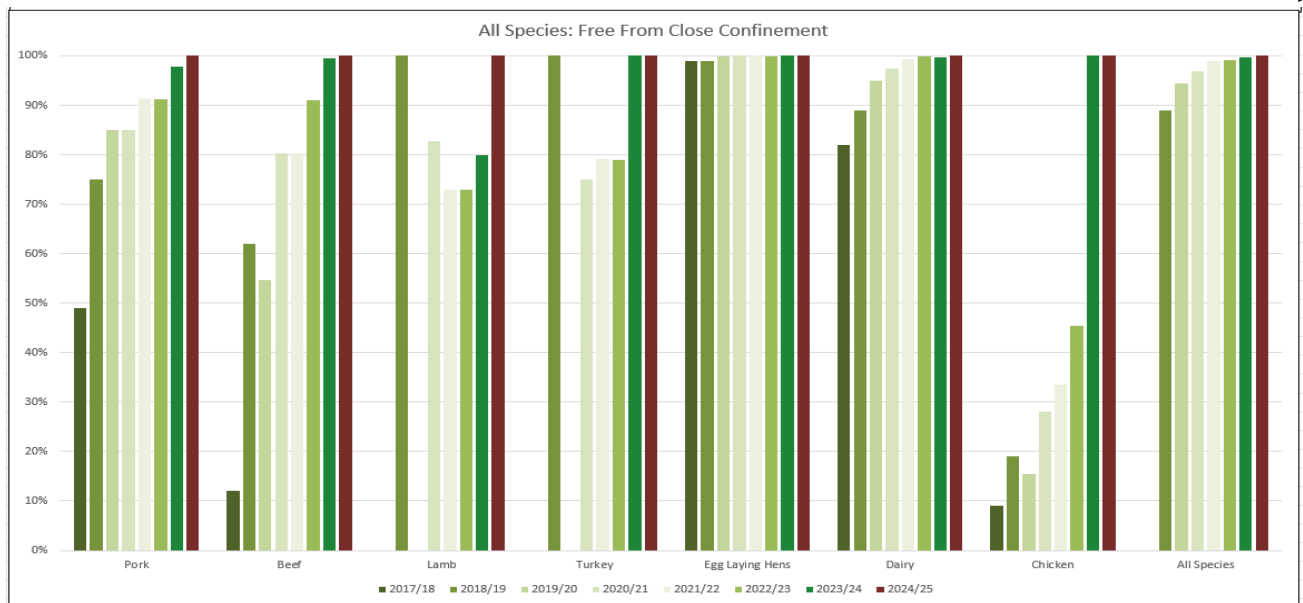
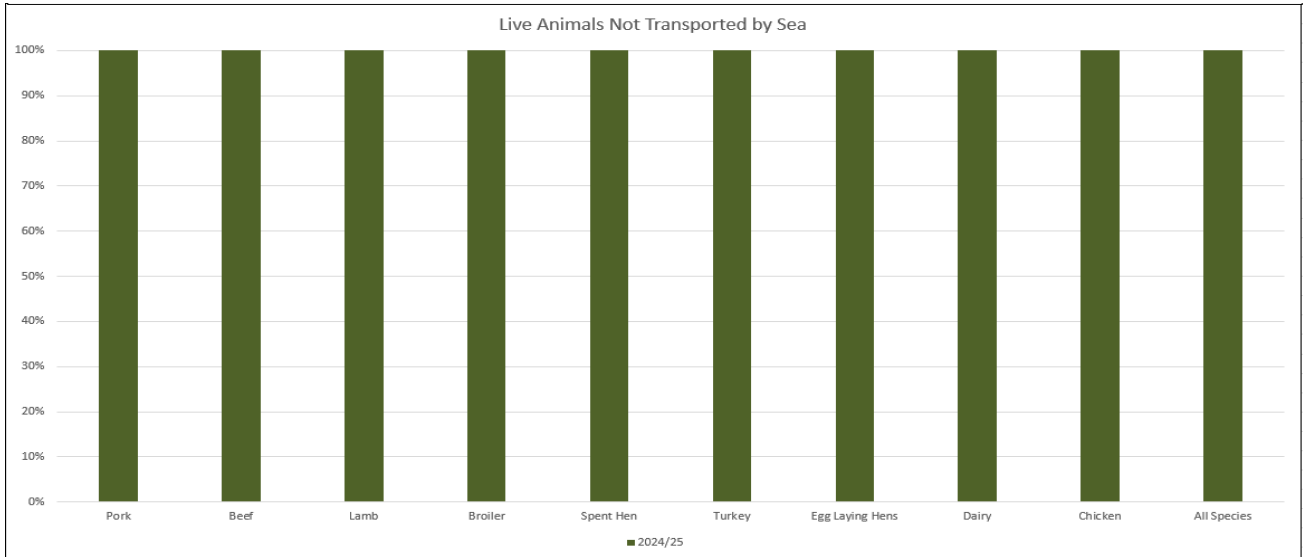
- 100% of suppliers measure key indicators such as lameness and mortality rates.
- All egg suppliers assess feather coverage at end of lay, which helps monitor bird health and welfare throughout the production cycle.

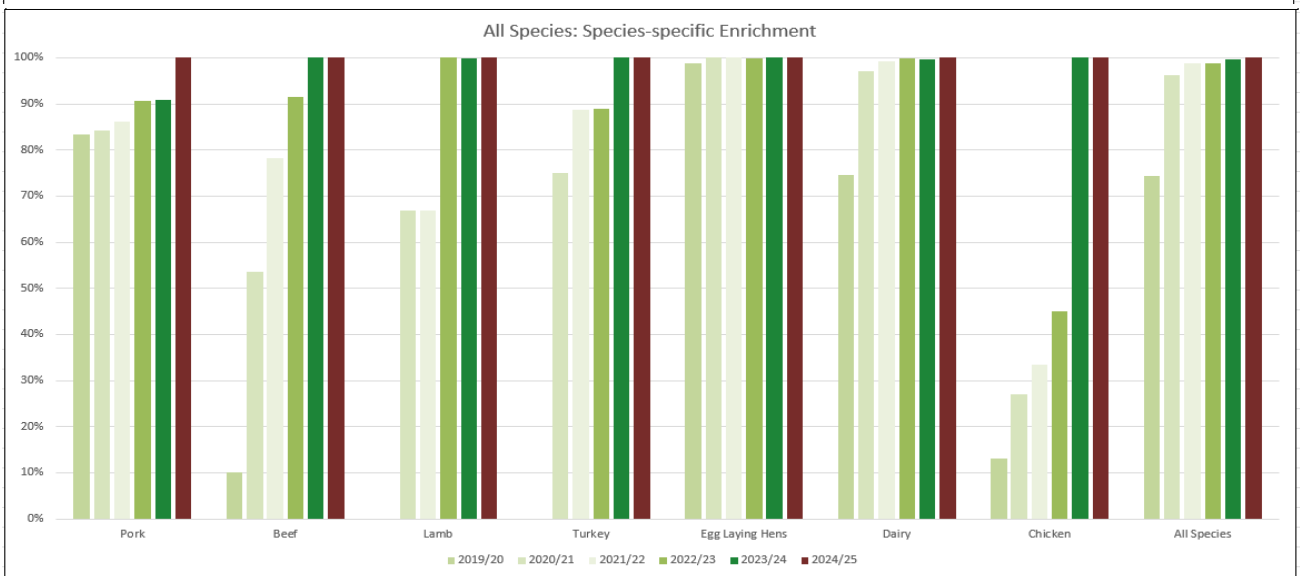
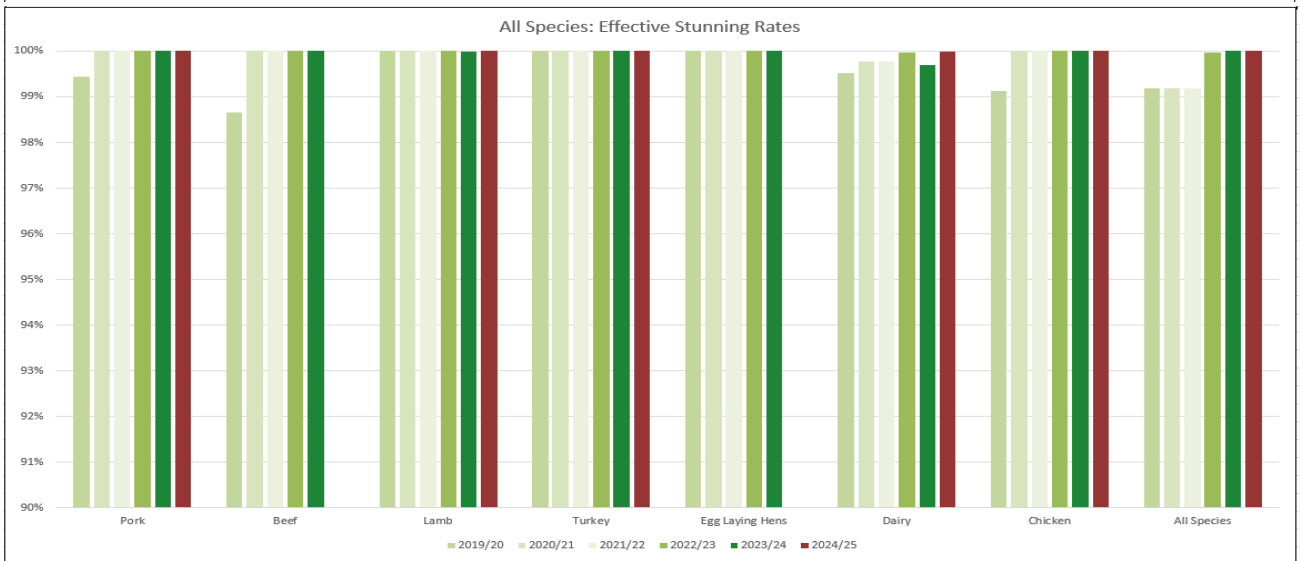
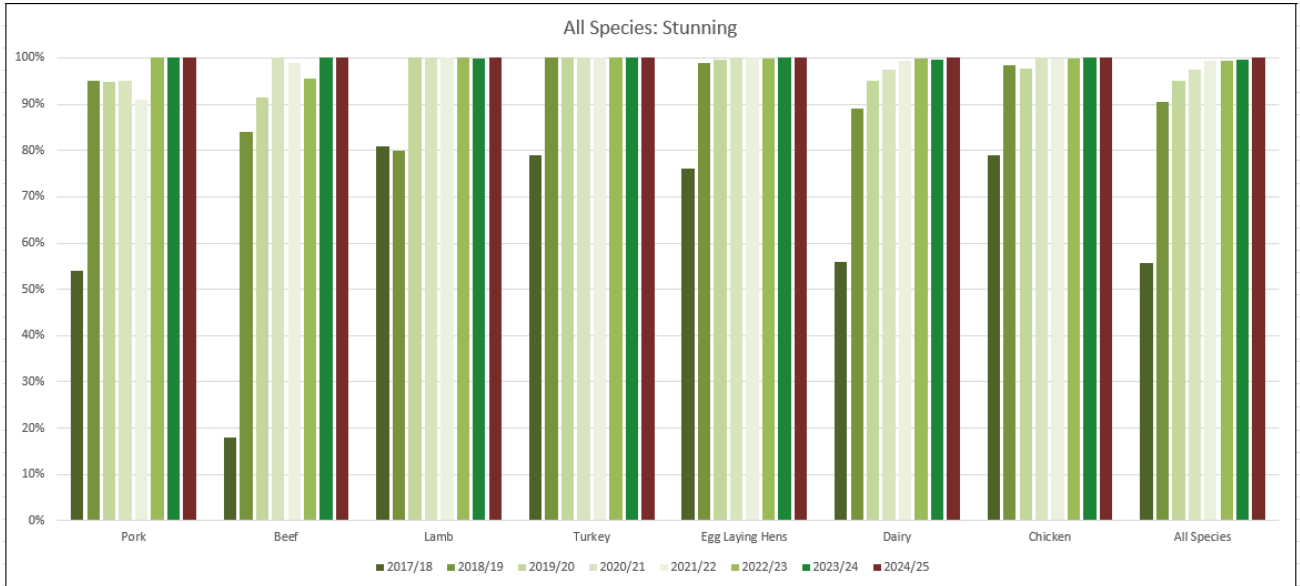
Pork	Body Condition, Lameness (5%), Mortality (2%)
Beef	Vocalisation, Electric Goad Usage, Body Condition, Lameness (4%), Stomach Ulcers, Mortality (3%)
Lamb	Lameness (6%), Mortality (1%)
Turkey	Lameness (5%), Mortality (2%)
Egg-laying hens	Feather Cleanliness, Bone breakages, Keel bone fractures, End 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 (7%), Wounds, Overgrown Feet, Ingrown Horns, Size of cow (too thin), Mastitis (Somatic Cell Count - see graph)
Chicken	Lameness (3%), Mortality (8%), Bone breakages, Feather coverage

These measures provide valuable insights into animal wellbeing and help drive improvements across all farming systems.

All Species Graphs







Inhumane Practices

Egg	All day-old male chicks in our supply chain are managed in a way that avoids culling. No beak trimming and no use of cages, including combi cages, across our supply chain.
Dairy, Beef & Pork	None of the farms in our supply chain operate with fully slatted flooring systems.
Dairy	We recognise that decisions regarding cow-calf separation are best made at the individual farm level. These decisions are guided by the welfare needs of both the cow and calf and are embedded within a disease control protocol outlined in the herd health plan, which is developed in consultation with the farm's veterinary professional.

Ending the use of Breeds with Low Welfare Potential

Broiler Chickens	We remain committed to meeting the standards outlined in the Better Chicken Commitment by 2027. 68% of our supply chain sources slower-growing breeds, specifically the Hubbard JA757.
Pigs	All farms within our supply chain have confirmed that litter sizes do not exceed 16 piglets.
Beef Cattle	100% of the beef sourced throughout our supply chain does not originate from double-muscled breeds, such as Belgian Blue or Piedmontese.

Species Specific Graphs & Additional Outcome Measures

The data presented below is based on a minimum threshold of audited feedback from suppliers, collected through our annual questionnaires. In cases where data is unavailable, we have applied the lowest performance rating by default.

Please note, we do not source any rabbit, fin fish, or geese products.

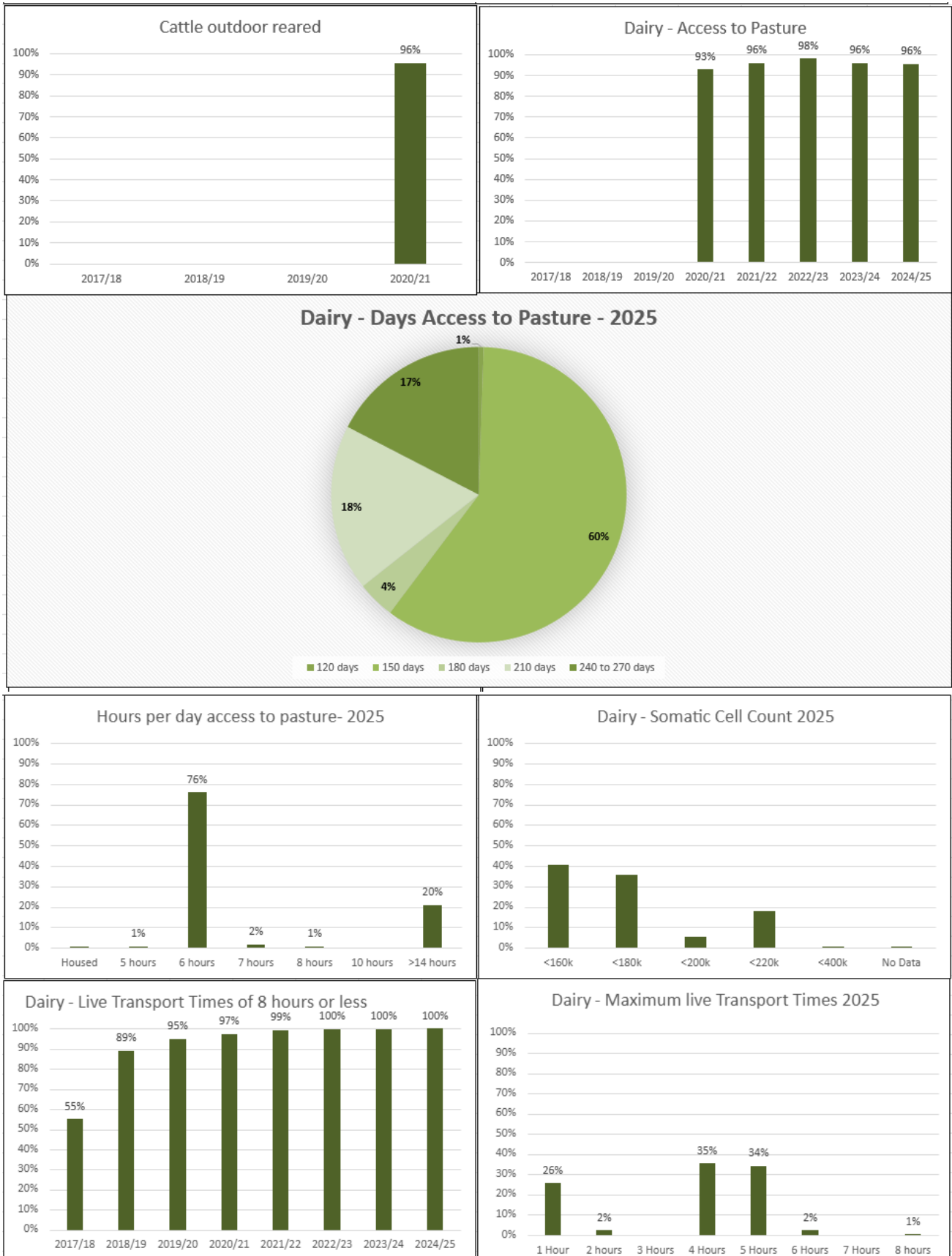
We have also incorporated data from our recent acquisitions, The Spice Tailor and Fuel 10K. While this has had a minor impact on some performance indicators, we are actively engaging with these new suppliers to enhance the quality and transparency of animal welfare data.

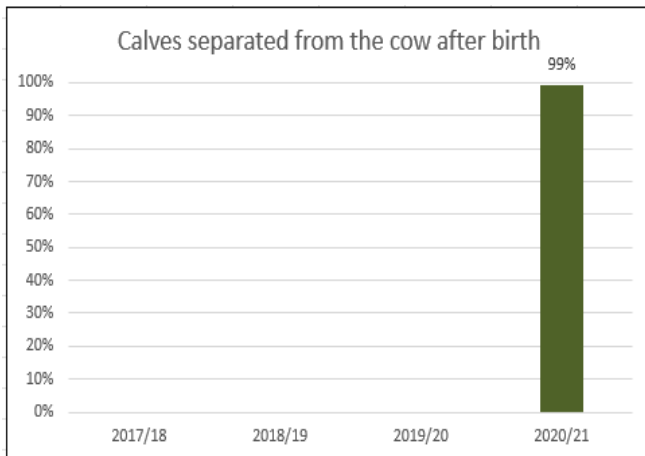
Percentage Volume by Species:

- Dairy: 94%
- Laying Hens (Egg): 4%
- All Meat Combined: 2%

Dairy







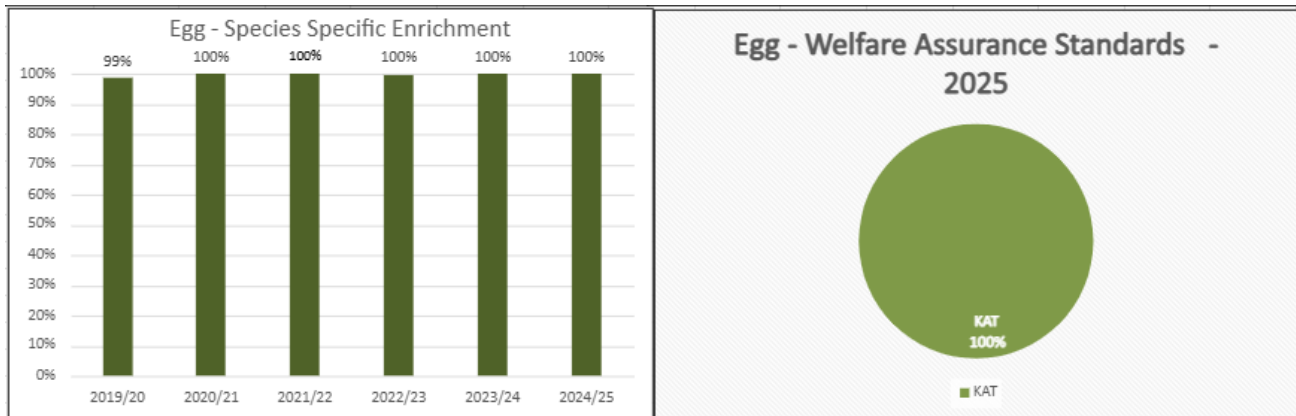
Additional outcome measures – Dairy Supply Chain

- **Dairy Data:** The data presented on dairy includes male calves.
- **Origin of Supply:** 77% of our dairy is sourced from the UK, 22.64% from the EU, and 0.36% from India.
- **Antibiotic Use:** All dairy suppliers (100%) have formal commitment or policy in place to avoid the prophylactic and metaphylactic use of antibiotics.
- **Pre-Slaughter Stunning:** Suppliers confirm that pre-slaughter stunning is conducted using captive bolt or electrical methods.
- **Back-Up Stunning:** Across the supply chain 0.16% of dairy cattle require repeat or back-up stunning.
- **Environmental Enrichment:** 100% of dairy cattle have access to enriched environments, including brushes, fans, boat buoys, chains, footballs, shade, and water sprays.
- **Lameness Management:** All suppliers monitor, measure, and have treatment plans for lameness. Our latest assessment shows circa 10% of cows are lame, with appropriate interventions in place.
- **Bull Calf Policy:** 100% of suppliers do not euthanise bull calves.
- **Male Calves:** Are not shot at birth or exported to the EU
- **Pasture Access:** 96% of dairy cows have access to pasture, the remaining 4% are in housed systems.
- **Dehorning Practices:** No dairy cattle in our supply chain are dehorned.
- **Disbudding:** All calves are disbudded within four weeks of birth, in line with Red Tractor and other assurance standards.
- **Tail Docking:** No cows in our supply chain are subjected to tail docking practices.
- **Tethering:** 100% of cows within our supply chain are managed in environments that prohibit tethering, supporting our commitment to animal welfare.

- **Housing Systems:** No farms in our supply chain use fully slatted flooring.
- **Mortality Rate:** The average mortality rate across the supply chain is approximately 4%.
- **Mastitis Monitoring:** Somatic cell counts are decreasing year-on-year, indicating effective mastitis monitoring and treatment.
- **Tethering:** No cows in our supply chain are tethered.
- **Colostrum Intake:** All calves receive colostrum within the first six hours of life.
- **Social Housing for Calves:** As a minimum, calves are housed in pairs before transitioning to group housing.
- **The Spice Tailor:** We export dairy products from the UK or EU to India for production, depending on the destination market for the finished products.
- **Positive Welfare Indicators:** Healthy cows in our supply chain are alert, with bright eyes and upright ears, and are often seen lying contentedly in fields. Deviations from these behaviours can be early indicators of stress or illness.
- **Outcome Measures:** We continue to actively request additional data from our suppliers on a broader range of animal welfare indicators to strengthen and enhance our reporting capabilities.
- **Transport:** No cattle within our supply chain have been transported by sea.

Laying Hens





Additional outcome measures – Egg-Laying Hens Supply Chain

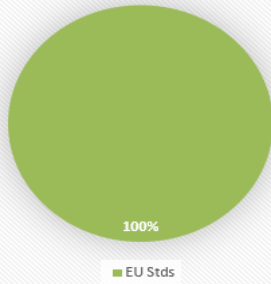
- **Origin of Supply:** 100% of our eggs are sourced from within the EU.
- **Antibiotic Stewardship:** All egg suppliers have a formal commitment or policy to avoid the use of antibiotics for prophylactic and metaphylactic purposes. Antibiotics are used only when medically necessary, under the supervision of a veterinary surgeon, with strict adherence to withdrawal periods.
- **Pre-slaughter stunning:** Suppliers confirm that pre-slaughter stunning is conducted using electric without live inversion, inert gas, or multi-phase methods. (refer to graph above)
- **Stunning Effectiveness:** 0% of hens require back-up or repeat stunning across our supply chain.
- **Environmental Enrichment:** 100% of egg-laying hens are provided with enriched environments, including perches, dust baths, and pecking substrates.
- **Mortality Rate:** The average mortality rate across all egg-laying hens in our supply chain is 8%.
- **Housing Systems:** All hens are cage-free. Of these, 98% are housed in barn systems and 2% are free-range.
- **Feather Coverage:** At end of lay, hens exhibit an average feather coverage of 65-80%.
- **Male Chick Policy:** All suppliers are committed to ending the culling of day-old male chicks. 100% of male chicks are not culled.
- **Lameness Monitoring:** All suppliers actively measure, monitor, and implement treatment plans for lameness. Our latest assessment shows 2% of hens are affected, with treatment plans in place.
- **Transport:** No hens in our supply chain are transported by sea.
- **Delivery Times:** The maximum delivery time of 4 hours has slightly decreased due to adjustments in supplier contracted volumes.

- **Positive Welfare Indicators:** Our suppliers observe and score birds based on expressive behaviours and monitor whether they are engaging in natural activities such as foraging, dust bathing, and social interaction.
- **Outcome Measures:** We continue to actively request additional data from our suppliers on a broader range of animal welfare indicators to strengthen and enhance our reporting capabilities.

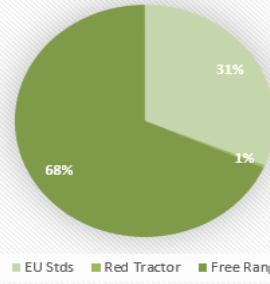
Chicken



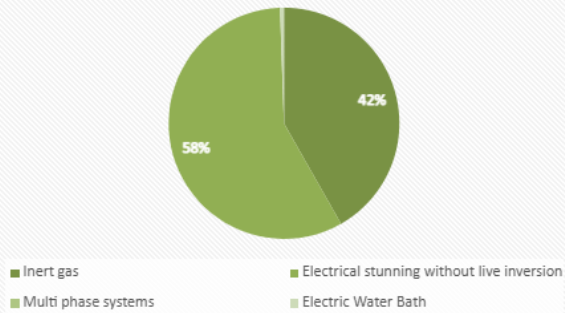
Spent Hen Welfare Assurance Standards - 2025



Broiler Chicken Welfare Assurance Standards - 2025

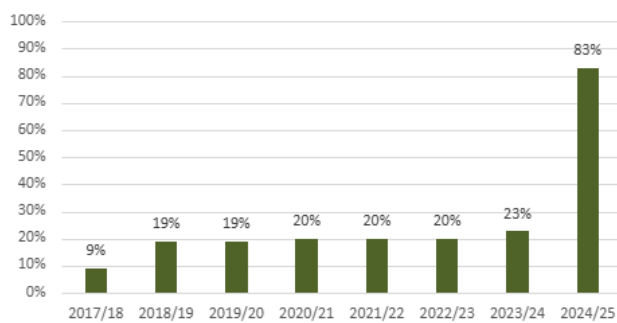


Spent Hen Stunning Methods 2025

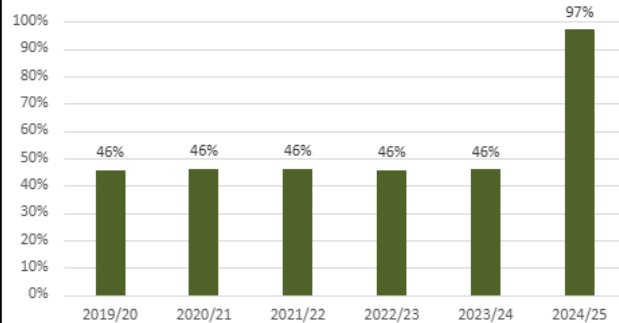


Better Chicken Commitment – Criteria Graphs

Broiler Chicken Reared at Stocking Density below 30kg/m2



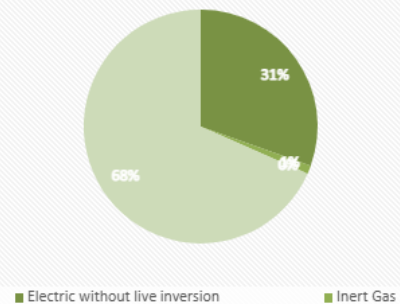
Broiler chicken from strains of birds with slower growth potential

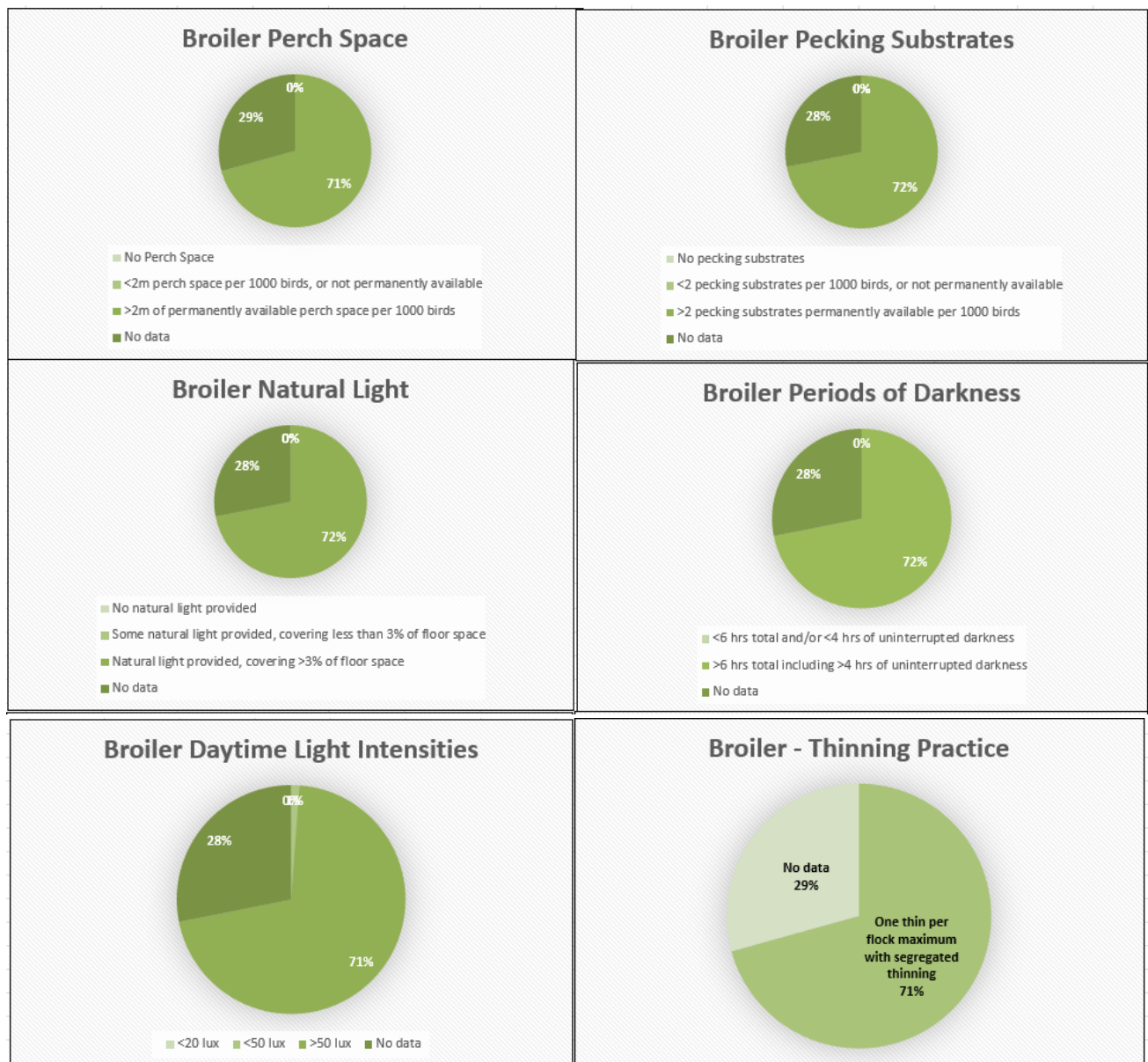


Permanent access to dry and friable litter



Broiler Stunning Methods 2025





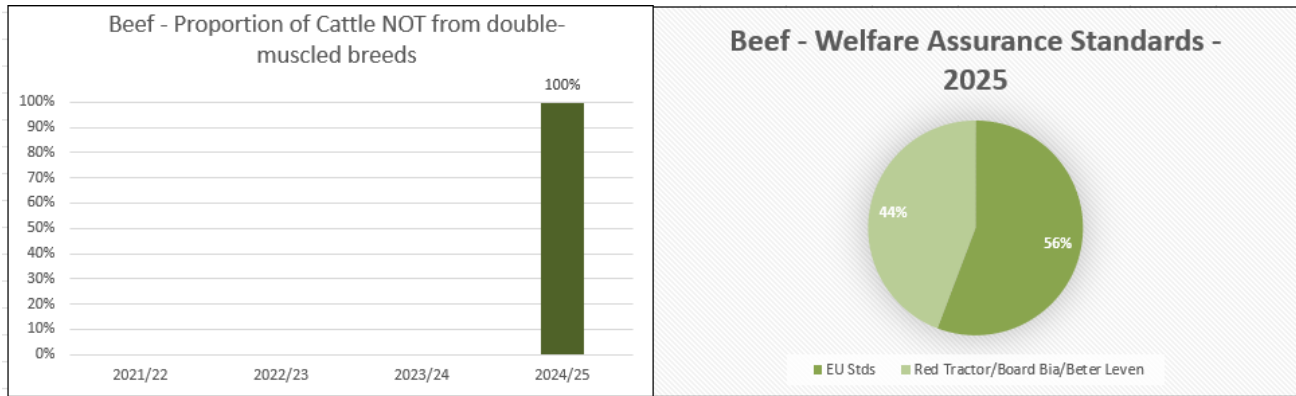
Additional outcome measures – Chicken Supply Chain

- **Higher Welfare Commitment:** Premier Foods has transitioned to higher animal welfare standards for chicken products, reflected in improved performance across several key indicators.
- **Origin of Supply:** 100% of our chicken is sourced from within the EU.
- **Antibiotic Stewardship:** All chicken meat suppliers have a formal policy to avoid the use of antibiotics for prophylactic and metaphylactic purposes.
- **Pre-Slaughter Stunning:** Suppliers confirm the use of inert gas, electric stunning without live inversion, or electric water bath methods for pre-slaughter stunning. (refer to graphs)

- **Stunning Effectiveness:** Across all chickens in our supply chain, 0% require back-up or repeat stunning.
- **Environmental Enrichment:** 100% of chickens are raised in enriched environments, including access to perches, play bales, and pecking substrates.
- **Mortality Rate:** The mortality rate across all chickens used for meat in our supply chain is circa 3%.
- **Transport Times:** We are actively collaborating with our chicken suppliers to assess whether animal welfare standards and legislation have been updated to reflect a maximum transport time of 4 hours. Currently 17% of chickens are transported within this timeframe.
- **Lameness Monitoring:** All suppliers measure, monitor, and implement treatment plans for lameness. Our latest assessment indicates that 3% of chickens are affected, with appropriate treatment plans in place.
- **Sea Transport:** No chickens in our supply chain are transported by sea.
- **Positive Welfare Indicators:** Our suppliers observe and score birds based on expressive behaviours and monitor whether they are engaging in natural activities such as foraging, dust bathing, and social interaction.
- **Outcome Measures:** We continue to actively request additional data from our suppliers on a broader range of animal welfare indicators to strengthen and enhance our reporting capabilities.

Beef



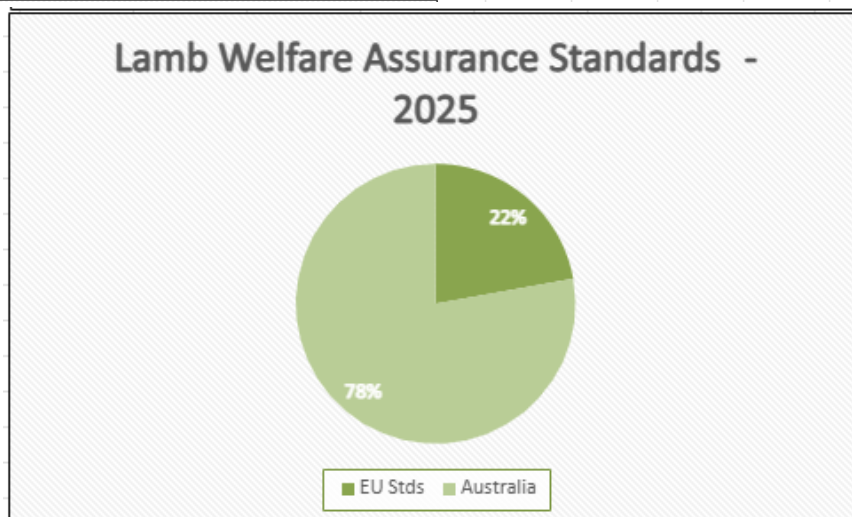
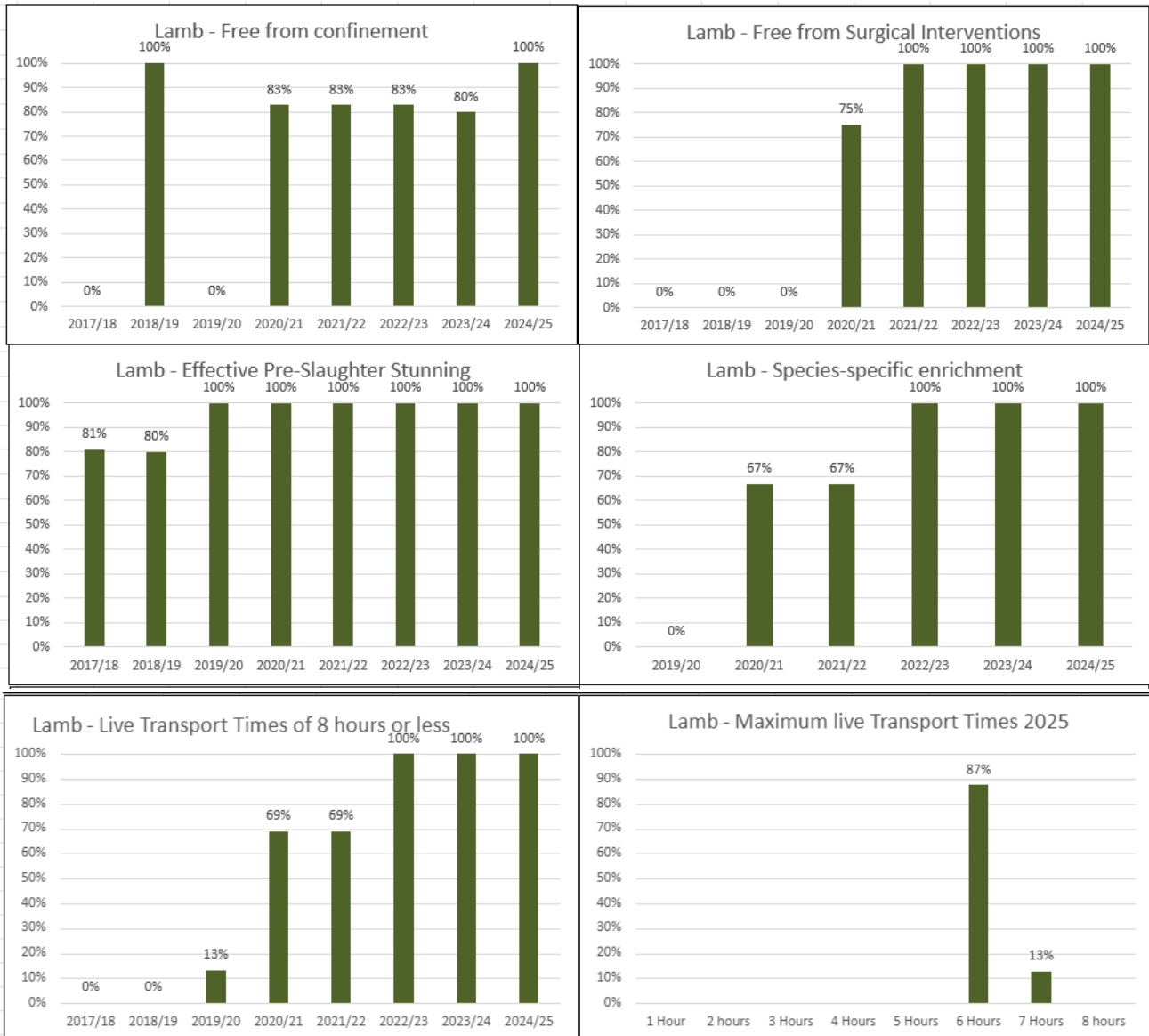


Additional outcome measures – Beef Supply Chain

- **Origin of supply:** 19% of our beef is sourced from the UK and 81% from the EU.
- **Higher Welfare Standards:** 44% of beef is produced under recognised higher animal welfare schemes, including Red Tractor, Board Bia, and Beter Leven.
- **Antibiotic Stewardship:** All beef suppliers have a formal commitment or policy to avoid the use of antibiotics for prophylactic and metaphylactic purposes.
- **Pre-Slaughter Stunning:** Suppliers confirm the use of captive bolt, electric or stun box methods for pre-slaughter stunning.
- **Stunning Effectiveness:** 0% of cattle in our supply chain require back-up or repeat stunning.
- **Housing Systems:** No farms in our supply chain use fully slatted flooring.
- **Environmental Enrichment:** 100% of beef cattle are provided with enriched environments, including access to brushes, straw bedding, natural shade from trees, and water sprinkles.
- **Mortality Rate:** The mortality rate across our beef supply chain is 3%.
- **Outdoor Rearing:** At least 91% of beef cattle are reared outdoors for a minimum of 150 days per year.
- **Lameness Monitoring:** All cattle are monitored for signs of lameness. Causes are investigated and treated. Our latest assessment shows 3% of cows are affected, with treatment plans in place.
- **Group Housing:** 91% of beef cattle are group housed throughout the rearing period.
- **Freedom from Confinement:** 100% of beef cattle are raised free from confinement systems, including CAFO's and feedlots.
- **Routine Mutilations:** 100% of cattle are free from routine mutilations such as tail docking.
- **Dehorning Practices:** No beef cattle in our supply chain are subject to dehorning.
- **Disbudding:** All calves are disbudded within four weeks of birth, in accordance with Red Tractor and other assurance schemes.

- **Breed Selection:** 100% of beef sourced does not originate from double-muscled breeds such as Belgian Blue or Piedmontese.
- **Positive Welfare Indicators:** Healthy cattle in our supply chain are alert, with bright eyes and upright ears, and are frequently observed lying contentedly in fields. Deviations from these behaviours may indicate stress or illness.
- **Transport:** No cattle in our supply chain are transported by sea.
- **Data Enhancement:** We continue to actively engage with suppliers to gather data across a broader range of welfare indicators to strengthen our reporting.

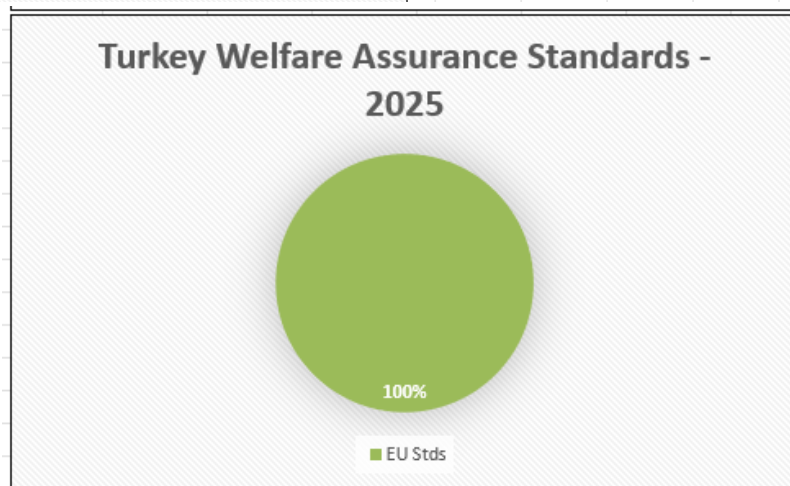
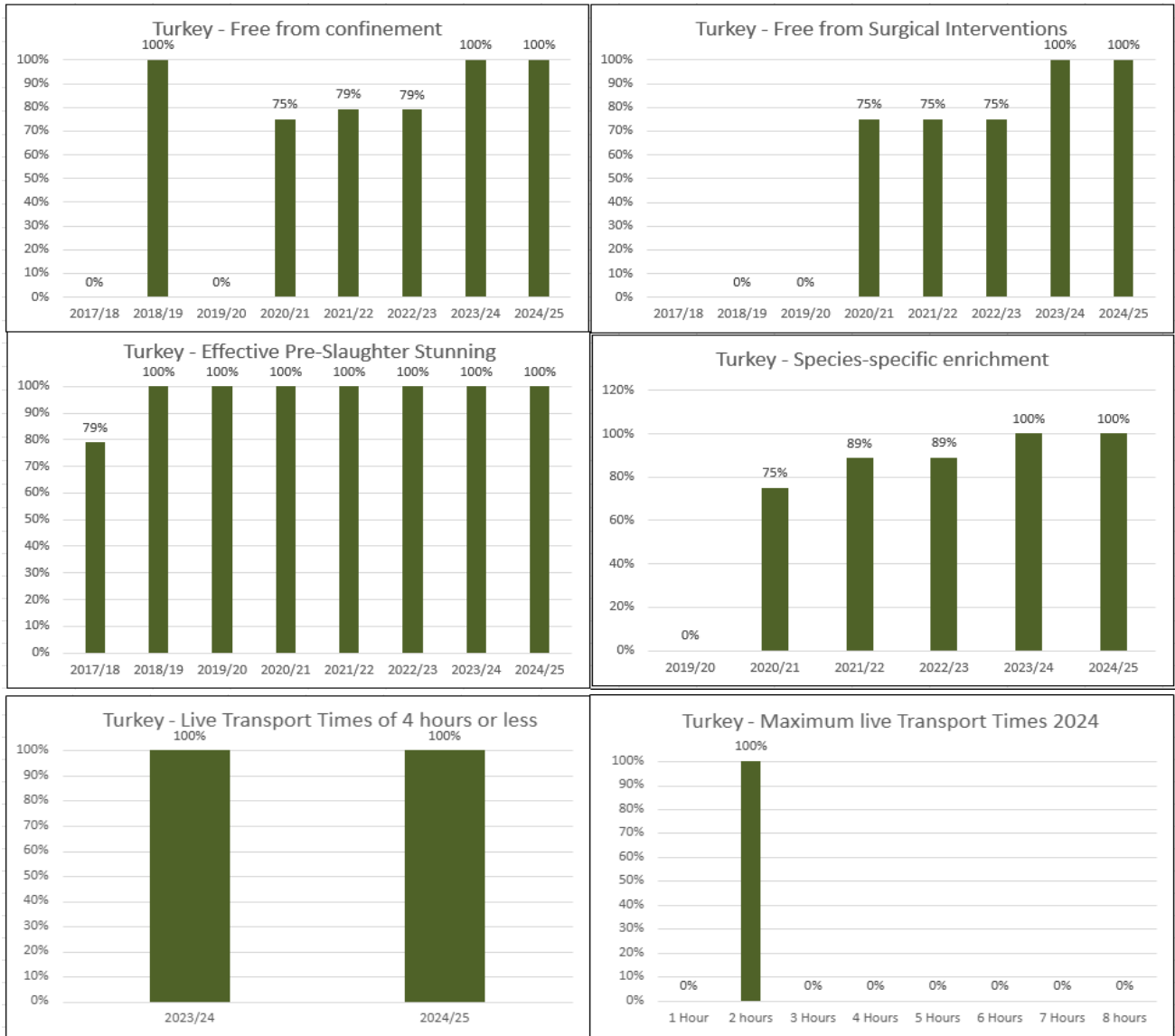
Lamb



Additional outcome measures – Lamb Supply Chain

- **Origin of Supply:** 78% of lamb is sourced from Australia, with the remaining 22% from the EU.
- **Antibiotic Stewardship:** All lamb suppliers have a formal commitment or policy to avoid the use of antibiotics for prophylactic and metaphylactic purposes.
- **Pre-Slaughter Stunning:** Suppliers confirm the use of electric stunning or captive bolt methods.
- **Stunning Effectiveness:** Across all lamb in our supply chain, 0% require back-up or repeat stunning.
- **Freedom from Confinement:** 100% of lambs are raised free from close confinement systems.
- **Routine Mutilation:** 100% of lambs are free from routine mutilations, including mulesing.
- **Environmental Enrichment:** All lambs have access to enriched environments, including mirrors, toys, chains, and shaded areas.
- **Mortality Rate:** The mortality rate across our lamb supply chain is less than 1%.
- **Outdoor Rearing:** 78% of lambs are outdoor reared.
- **Lameness Monitoring:** All lambs are monitored for lameness, with causes investigated and treated. Our latest assessment shows 4% of lambs are affected, with treatment plans in place.
- **Positive Welfare Indicators:** Healthy lambs in our supply chain demonstrate alertness, and playful behaviours such as jumping, and running. They also show social behaviours like lying together and grooming one another, along with physical signs of wellbeing including upright ears and bright eyes.
- **Transport:** No lambs in our supply chain are transported by sea.
- **Data Enhancement:** We continue to collaborate closely with suppliers to collect broader welfare data to strengthen and expand our reporting capabilities.

Turkey

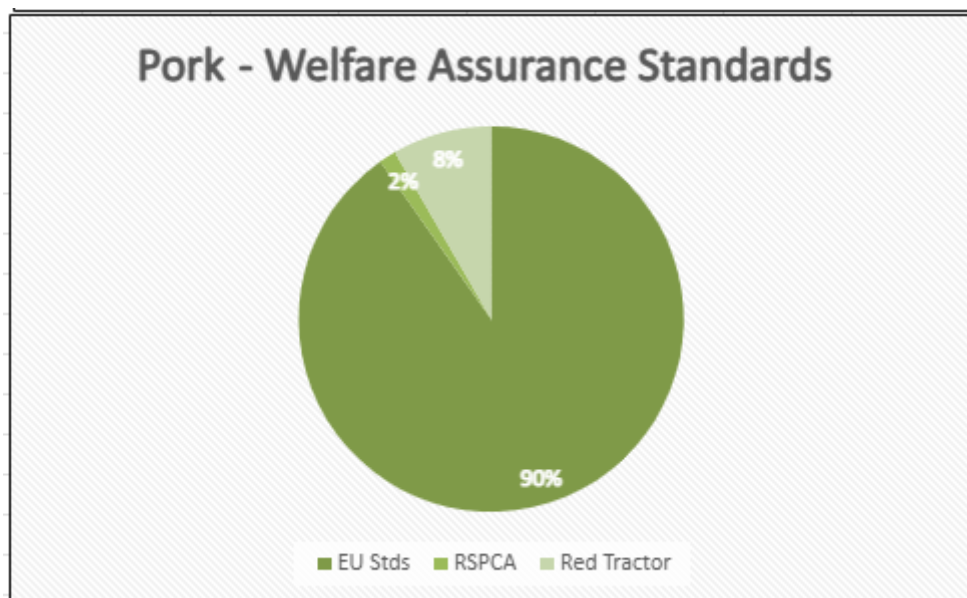
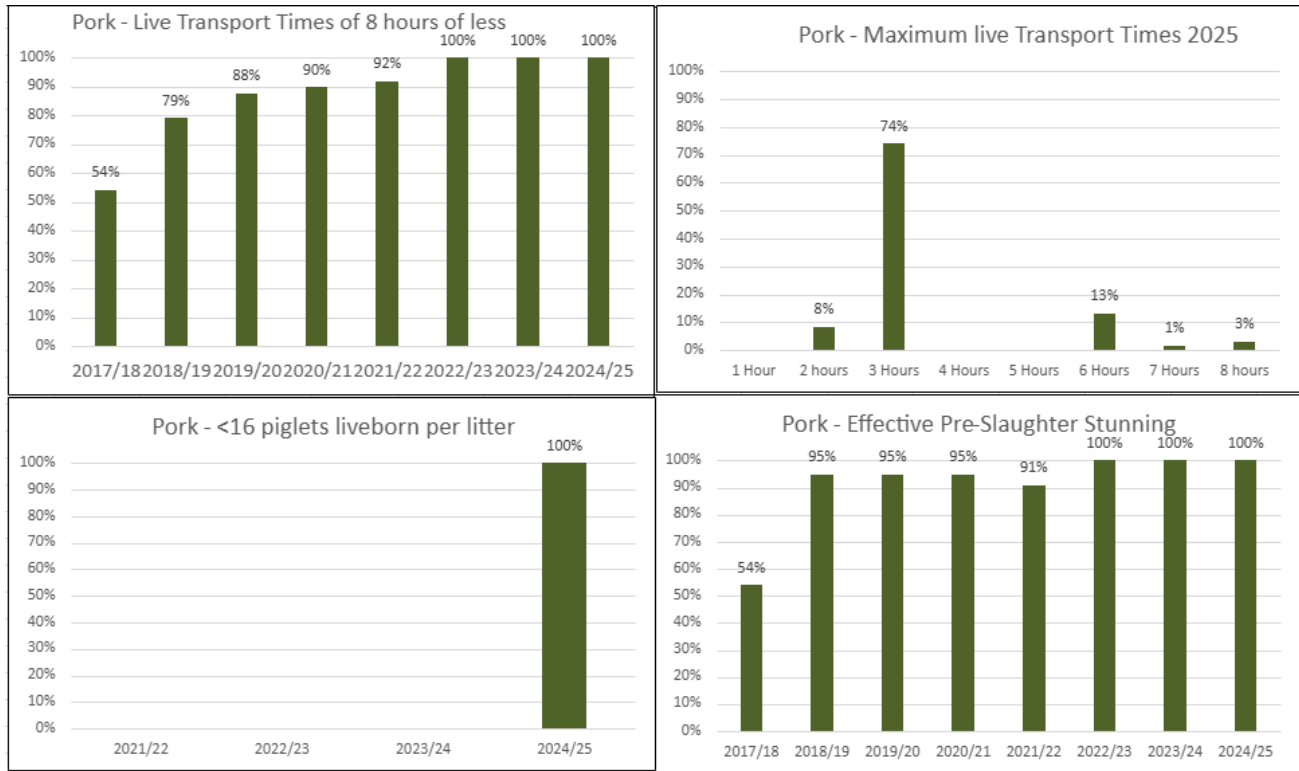


Additional outcome measures – Turkey Supply Chain

- **Origin of Supply:** 100% of turkey is sourced from within the EU.
- **Antibiotic Stewardship:** All turkey suppliers have a formal commitment or policy to avoid the use of antibiotics for prophylactic and metaphylactic purposes.
- **Pre-Slaughter Stunning:** Suppliers confirm the use of electric or gas stunning methods.
- **Stunning Effectiveness:** 0% of turkeys in our supply chain require back-up or repeat stunning.
- **Transport Times:** All turkeys are transported within a maximum of 2 hours.
- **Sea Transport:** No turkeys in our supply chain are transported by sea.
- **Freedom from Confinement and Mutilation:** 100% of turkeys are raised free from close confinement and routine mutilations.
- **Mortality Rate:** The mortality rate across our turkey supply chain is less than 2%.
- **Environmental Enrichment:** All turkeys have access to effective enrichment, including distraction materials such as ropes and brushes, straw or wood shavings on the floor, and outdoor areas.
- **Lameness Monitoring:** All turkeys are monitored for lameness, with causes investigated and treated. Our latest assessment shows 3% of turkeys are affected, with treatment plans in place.
- **Positive Welfare Indicators:** Suppliers observe and score birds based on expressive behaviours and monitor engagement in natural activities such as foraging, dust bathing, and social interaction.
- **Data Enhancement:** We continue to collaborate closely with suppliers to collect broader welfare data to strengthen and expand our reporting capabilities.

Pork





Additional outcome measures – Pork Supply Chain

- **Origin:** 90% of pork is sourced from the EU, with the remaining 10% from the UK.
- **Antibiotic Stewardship:** All pork suppliers have policies in place to avoid the prophylactic and metaphylactic use of antibiotics.
- **Outdoor Rearing:** 81% of pigs are reared in outdoor systems.

- **Tail Docking:** No pigs in our supply chain are subjected to tail docking.
- **Lameness Monitoring:** 100% of suppliers assess lameness within the drove, with a reported incidence of 6%.
- **Pre-Slaughter Stunning:** All pigs are stunned using electric (71%) or gas (29%) methods prior to slaughter.
- **Environmental Enrichment:** 97% of pigs are provided with enriched environments including access to straw, grass, space, and shade to support natural behaviours such as rooting and chewing.
- **Mortality:** The average mortality rate is 0.33% across all pigs in the supply chain.
- **Freedom from Confinement:**
 - 100% of pigs are not housed in sow stalls.
 - 99% of pigs are free from confinement during pregnancy.
 - As an exception, temporary crating will be used to house sows starting 7 days before farrowing and continuing through the weaning period, ensuring both sow and piglet safety.
- **Litter Size Management:** 100% of suppliers confirm that litters contain fewer than 16 piglets.
- **Surgical Procedures:**
 - 100% of pigs do not undergo surgical castration.
 - 100% are free from teeth clipping and grinding.
 - 100% are free from tail docking.
- **Sea Transport:** No pigs are transported by sea in our supply chain.
- **Positive Welfare Indicators:** Pigs are provided with enrichment materials that support natural behaviours such as rooting, chewing, and exploration. They are housed in spacious, socially grouped environments that encourage interaction and play. Sows are not confined during pregnancy, allowing them to engage in nesting behaviours.
- **Data Enhancement:** We continue to collaborate closely with suppliers to collect broader welfare data to strengthen and expand our reporting capabilities.