



Plan for
Better



2025
Animal Health
& Welfare Report

J Sainsbury plc

Welcome

We know that animal health and welfare is a key concern for our customers across all our different brands. Whether they’re buying our Sainsbury’s Brand food, our Tu clothing, or products from Argos and Habitat, they expect us to uphold the highest of standards and do what we can to improve animal health and welfare.

At Sainsbury’s, we recognise animals, including crustaceans, as sentient beings.

Treating them well and keeping them healthy is not just the right thing to do, it also makes good business sense.

Healthy, well-managed animals are more likely to deliver better-tasting, higher quality products that our customers enjoy buying and consuming. This report provides information about both Sainsbury’s general approach to animal health and welfare, and our care for specific species across our supply chains – from farm to fork.

Our approach is built on – and often exceeds – best practice, making us one of the leaders in animal health and welfare in our industry.

For example:

We have invested substantially in our agriculture team to build internal expertise in animal welfare, veterinary medicine, and data science, which is enabling us to drive continuous improvement within our supply chains.

We monitor animal health and welfare outcome key performance indicators (KPIs) at abattoirs and on farms across all our species, which

allows us to make an objective and scientific assessment of animal health and welfare.

We work with suppliers to identify actionable insights, and ensure future research priorities are based around what our outcome KPIs inform us is most important.

For more information on our overarching commitments and targets for animal health and welfare, as well as information on our sourcing of non-animal proteins, please read our latest [Plan for Better report](#).



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Welcome from our Chief Executive, Simon Roberts

Chief Executive Officer Simon Roberts reflects on a year which saw significant improvements to animal health and welfare in Sainsbury's supply chains, delivered through strong supplier partnerships and a shared commitment to continuous improvement.

Animal health and welfare is a deeply held commitment within our business – it's something I care about personally and I know that our customers do too. It's central to our purpose, because good food depends on a strong, resilient food system and we're focused on playing a leading role in tackling the complex, industry-wide challenges involved.

We are proud of our track record and our long history in driving new approaches to improving animal health and welfare across our supply chains, working with thousands of farmers nationwide who take great pride in caring for their animals. For example, we were the first major retailer to move to cage-free shell eggs all the way back in 2009, extending this commitment to ingredient eggs in 2012, over 10 years ago. We were also the first retailer globally to invest in AI veterinary tech to enhance welfare on dairy farms – supporting wellbeing, quality and productivity.

Rooted in this heritage, we've pioneered a new outcomes-focused approach to welfare, building the largest welfare dataset in the country over 10 years, covering more than 2 billion animals and using it to drive a continuous cycle of monitoring, management and improvement. This approach goes beyond setting standards. Instead, it helps us to understand how animals are actually doing on a real-time basis – checking their health, how they behave and how well they are being looked after. This means we can take action where it's needed most and adapt our approaches to deliver more progress.

Being led by science and backed by data has helped us to make bold moves with our suppliers to enhance welfare outcomes. It's helped us to give our chickens 20% more space to roam by capping stocking density at 30kg/m² with our supplier Pilgrims Europe, the first major retailer to do so. It's also helped us to become the first major retailer to commit to flexible farrowing across all fresh pork, backed by a £50m investment over 10 years with Cranswick – a commitment which we have brought forward by two years, thanks to our partnership approach.

By prioritising long-term relationships with our suppliers, we have the opportunity for meaningful collaboration that drives continuous improvement and raises standards over time. We focus on constructive engagement, not quick fixes, to help drive better outcomes that come from signing up to shared goals and a commitment to raising the bar together and investing where we need to.

Our approach is underpinned by a dedicated plan and targets that support our commitment to welfare and each year we report on our progress against extensive KPIs based on industry and veterinary expertise. We know our customers share our commitment to the welfare of the animals in our supply chain, so I am pleased to share that the sales of better welfare fresh meat, fish, poultry and dairy products have continued to increase year on year and suppliers meeting our "Good or Excellent" thresholds for performance, across key welfare indicators, have now reached 80%.

As we move forward, we remain committed to driving best-practice across our supply chain. By working closely with suppliers who share our commitment to animal health and welfare we can drive improvements across the food system, introducing innovation and fostering a culture of knowledge sharing that ensures that the high standards of welfare that both we and our customers expect are not just maintained, but continuously improved.



Simon Roberts

Chief Executive Officer J Sainsbury's plc
September 2025



Plan for Better

Animal welfare forms part of our overarching Plan for Better sustainability strategy, which is overseen by Rhian Bartlett, our Chief Commercial and Sustainability Officer. We are committed to being a business that works on behalf of our customers to improve animal health and welfare within our supply chains, and our sourcing, targets and progress reflect this.

Our Plan for Better sustainability strategy incorporates metrics covering our commitments surrounding better for you, better for the planet

and better for everyone, including 2030 animal welfare targets.

Our approach to animal health and welfare frequently exceeds established best practice in our sector, and we are continually working to further improve welfare in our supply chains.

Better welfare standards for better outcomes

This year we have seen an improvement in our sales volumes from better welfare standards above the UK industry baseline, up 0.6 per cent

on the year to reach 62.7 per cent. In addition, 80 per cent of our targeted animal health and welfare outcome KPIs achieved a rating of 'good' or 'excellent'. Up from 78.5 per cent in 2023, this demonstrates tangible improvements in animal health and welfare in our supply chains. In many cases, better animal health and welfare can also lead to improved productivity, efficiency and sustainability on our supplying farms.

Antibiotic stewardship

We continue to promote responsible antibiotic stewardship in our supply chains and work closely with our suppliers to measure, monitor and reduce antibiotic use where possible. In 2024, 86.7 per cent of our key animal supply chains achieved Sainsbury's responsible use targets for total antibiotic use, and improved from our baseline year of 2021. Our datasets now include our key farmed seafood species, alongside our meat and dairy supply chains. 60 per cent had zero use of antibiotics deemed critically important to human health.



Animal health and welfare

Target	Metric	Baseline	Target	Results		Versus baseline
		FY 2022/23	FY 2030/31	FY 2023/24	FY 2024/25	
Improve animal health and welfare and practice responsible antibiotic stewardship	Better Welfare Standards (Feather & Down): sales volume from an independently audited farm assurance standard (%)	95.4%	100%	95.7%	99.9%	4.7%
	Better Welfare Standards (Food): sales volume from welfare standards above the UK industry baseline (%)	47.9%	YoY maintain/increase	62.3%	62.7%	30.9%
		CY 2021	CY 2030	CY 2023	CY2024	
	Continuous Improvement of Outcome KPIs: animal health and welfare outcome KPIs achieving Sainsbury's KPI performance targets: All species (%)	66.0%	100%	78.5%	80.0%	21.2%
	Responsible Antibiotic Use: Key animal supply chains achieving Sainsbury's responsible use targets for total antibiotic use: All species (%)	82.0%	100%	86.7%	86.7%	5.7%
	Critically Important Antibiotic Use: key animal supply chains achieving Sainsbury's responsible use targets for antibiotics deemed critically important for human health (CIAs): All species (%)	55.0%	>90%	66.7%	60.0%	9.1%

We are on track to deliver against all our Animal Health & Welfare commitments.

In relation to our target on Critically Important Antibiotic Use (CIA), reduction year-on-year is dependent on the need to use antibiotics to protect animal health and welfare, which is driven by natural fluctuations in disease. Our target for zero use of CIAs is also very ambitious. Where supply chains have not met this target, we know they use negligible amounts and publish this data in our external antibiotic stewardship report.

Click here to view our latest [Animal Health & Welfare Report](#) and [Antibiotic Stewardship Report](#) for more information.

Our reporting suite



Annual Report (incl. Task Force on Climate-Related Financial Disclosures (TCFD) statement)

[Read more](#)



Sustainability Accounting Standards Board (SASB) disclosure

[Read more](#)



Modern Slavery Statement

[Read more](#)



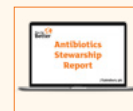
Plan for Better Databook

[Read more](#)



Gender and ethnicity pay gap report

[Read more](#)



Antibiotics stewardship report

[Read more](#)



Plan for better report

[Read more](#)



Sainsbury's corporate website

[Read more](#)

Food policies

We have a number of overarching general policies that apply to all of our farmed species, covering important issues which are universal to our many supply chains. In addition, we also have species-specific standards, which allow us to maximise health and welfare through targeting the areas of greatest significance to each species. Both approaches are detailed in this report.

Food products

We never buy meat, eggs or dairy on the open market, sourcing directly from suppliers who ensure back-to-farm traceability. All British farmers who supply us with red meat, poultry and dairy products meet the Red Tractor Assurance standard as a baseline, with many of our products reaching higher standards. Overseas farmers must be accredited to one of our approved farm assurance standards, and meet additional requirements which demonstrate they are farming to standards we expect of British farmers. All our supply chains are fully audited to guarantee our high welfare expectations are met. In addition, we carry out complete audits against our bespoke dairy health and welfare standards, working closely with the Sainsbury's Dairy Development Group who produce the majority of our *by Sainsbury's* fresh liquid milk.

- All our farmed trout and farmed salmon are RSPCA Assured. We also offer RSPCA Assured products across a range of other species where a scheme standard exists, such as our Taste the Difference chicken, pork and turkey.
- All our shell eggs are RSPCA Assured and free range, providing hens with access to outdoor ranges.
- All our red meat, poultry and farmed fish is pre-stunned, ensuring loss of consciousness prior to slaughter.
- All our red meat, poultry, dairy and farmed fish suppliers must ensure responsible antibiotic use is adhered to, including but not limited to: no routine (automatic) prophylactic use, no use to promote growth, and no use of critically important antibiotics (as defined by the European Medicines Agency) unless needed as a last resort to safeguard animal welfare.

We prohibit the following across all our own brand Sainsbury's products:

- Shell and ingredient eggs from caged hens;
- Genetically modified or cloned animals, or the use of any genetically modified or cloned meat, milk or derivatives;
- Antibiotic or hormonal growth promoters;
- Ingredients that go against our welfare standards e.g. barbare duck, farmed rabbit;
- Endangered species e.g. giant clams.
- We are committed to not selling any own brand or branded Foie gras or using ingredients from Foie gras farms, such as meat or feathers.

Highlight

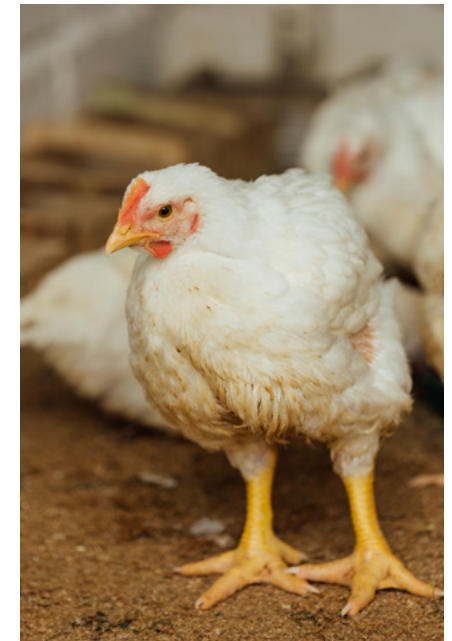
>65%

of animals in our own brand and branded supply chains are stunned prior to slaughter. We are constantly improving our data robustness and are actively looking for ways to improve wild caught fish welfare

Welfare outcomes and key performance indicators (2024/25)

Own brand animals stunned prior to slaughter

Beef Cattle	Pigs	Chicken	Lamb	Ducks
✓	✓	✓	✓	✓
Turkeys	Farmed Venison	Laying Hens	Geese	Farmed Bass
✓	✓	✓	✓	✓
Farmed Bream	Farmed Salmon	Farmed Trout	Farmed Pangasius	100%
✓	✓	✓	✓	

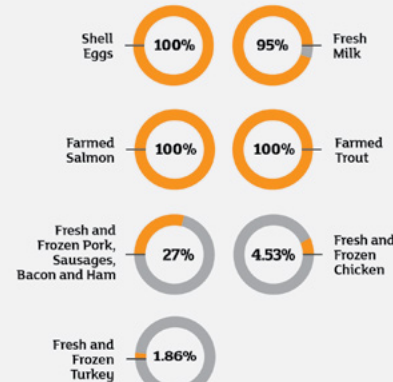


Proportion of own brand animals reared to Red Tractor standards (or in-country equivalent)



Proportion of own brand animals reared to higher welfare standards*

*RSPCA Assured or Organic Volume 2021/2022 or Sainsbury's Dairy Development Group independently verified higher welfare herd health plan.



% Free from close confinement (defined as cages, tethering, permanent sow stalls)



Non-food policy

Non-food products

- All animal derived materials such as feather, down, leather and wool, are from conventionally farmed species and by-products of the meat industry.
- Our feather and down is sourced from farms certified to the Responsible Down Standard (RDS) or Downpass assurance schemes, birds are pre-slaughter stunned, and free from force feeding and live plucking practices.
- We do not allow the practice of mulesing for any of our sheep (meat or wool).
- We are part of the fur free retailer programme.
- All Sainsbury's Brand personal care, cosmetic and formulated household products must be approved as cruelty free under the Leaping Bunny programme.

We prohibit the following across all our Sainsbury's, Tu, Habitat and Argos products:

- Animal fur, angora fibre (rabbit), mohair, karakul lambskin.
- Animal testing.
- Exotic or endangered species e.g. crocodile.

Extending our partnership with 'Taste the Difference' wool

Our Taste the Difference lamb is of protected geographical indication (PGI), farmed in the Welsh hills by our trusted farmers. To ensure our lamb is of the best quality and to support our partner farmers, we work with them on an array of projects focussing on sustainability and health and welfare, and work to promote a culture of knowledge sharing and upskilling across the group. We also pay our farmers a premium for the lamb they produce, giving them a guaranteed market for their lambs and more confidence to invest in their farms for the future.

Last year, in partnership with our Taste the Difference Group farmers, we unveiled some exciting changes to some of our Habitat mattresses (full product list can

be found at the bottom of this page) ¹, in association with British Wool. The mattresses in this range use great quality wool from our Taste the Difference group flocks, providing excellent traceability. Wool is an amazing product with natural durability, comfort and warmth.

This has strengthened our relationship with our Taste the Difference lamb group, offering further income from their animals and providing them with a market for this currently underutilised by product.

For more information on our Taste the Difference lamb group, please see page 15.



¹ Habitat Ari Natural 1000pkt Comfort Mattress (Single-King Size), Habitat Ari Natural 1000pkt PTop Serene Mattress (Single-King Size), Habitat Pia Natural 1500pkt Comfort Mattress (Single-Super King), Habitat Aleta Natural 2000pkt Comfort Mattress (Double-Super King), Habitat Lani Natural 3000pkt (Double-Super King), Habitat Lani Natural 3000pkt PTop Serene Mattress (Double-Super King)

Working in partnership with farmers and suppliers

Sainsbury's has a long standing commitment to source animal products in a responsible and ethical way, and we work hard to build sourcing models and supplier partnerships which allow us to influence and improve animal health and welfare. We're proud of the improvements we've achieved across our supply chains but we know there's still some way to go. That's why we're committed to working with our farmers to continuously improve animal health and welfare across our supply chains.

We have farmer development groups covering our main agriculture value chains, enabling us to work directly with farmers we know and trust and who share our vision and values. The 2000+ members of our farmer development groups have access to training and resources to support improved animal health and welfare through efficient, sustainable management methods. This partnership approach allows farmers to remain profitable while delivering great quality meat, dairy and poultry reared or grown in the way our customers would expect.

This approach has allowed us to establish trusting relationships where we can share useful learnings. All our farmer suppliers have to meet the same animal health and welfare standards, whether or not they belong to one of our groups.



Making sure our standards are met

We implement our farm animal health and welfare policies by working with independent auditors, suppliers and processors, and directly with our farmers. All of our animal supply chains are independently audited. We take non-compliance with the relevant animal welfare requirements very seriously. Farms that do not meet our requirements can expect to be removed from our supply chains.

Health and welfare audits

Our suppliers are contractually obliged to follow all of our wide-reaching farm animal welfare policies and to comply with other product-specific policies and specifications, such as our position on cage-free eggs and our requirement to source various RSPCA Assured products.

We monitor compliance with these policies both through factory audits, carried out by our internal teams, and via on-farm audits undertaken by our agricultural consultants and third party assessors.

Some of our suppliers also carry out their own on-farm welfare assessments, which further assure that our standards are being met.

Training and support

We provide support and advice to our farmer groups, to ensure that farmers are compliant and animal welfare is safeguarded. We also work through our farmers' groups to provide education, collect valuable data, and run targeted species-specific projects to further the health and welfare of the animals in our supply chains. Some recent examples include:

- Placing temperature loggers in our cattle farmers vaccine fridges, helping them store vaccines correctly so they remain effective at protecting animals from disease;
- Trialling qualitative behavioural assessment (QBA) within our dairy group to understand its' value in assessing animal behaviour and expressive emotional traits;

- Running annual surveys to collect animal health and welfare and antibiotic usage data from our beef and lamb farmers. Our database is helping build up much needed industry data and providing farmers with a performance benchmark to compare themselves against peers;
- Assessing water quality and novel cleaning methods to optimise water quality across multiple species;
- Producing a bespoke best practice calf feeding farm poster for all our dairy farmers, to remind farm staff what they need to do to give calves the best start in life;
- Partnering with academics and technology companies on the Tail Tech project, which aims to identify early indicators of tail biting in pigs using camera technology. This forms part of our ongoing efforts to reduce tail biting and tail docking within our supply chains;
- Building pioneering health and welfare outcome KPI databases for all 9 of our key animal derived ingredients, which are now providing actionable insights back to suppliers so they can drive continuous improvement on their farms;
- Securing discounted fees exclusive to Sainsbury's farmers to complete a training course on antibiotic resistance, antibiotic stewardship and how to use antibiotics responsibly;
- Conducting customer insights research which revealed customers are concerned about antibiotic resistance but confused about antibiotic use in agriculture, and look to Sainsbury's to navigate the complexity of the issue and work with our farmers to drive responsible antibiotic use;
- Funding one on one veterinary consultancy visits, where farmers received tailored advice and support to improve animal health on their farm.

Animal health and welfare priorities

Our strategy of proactively and continuously improving health and welfare ensures we aim to do the right thing for both the animals in our care and for our customers. Our overarching animal health and welfare priorities underpin this strategy and apply to all farmed species and countries in our own brand supply chains.

They are summarised alphabetically, by subject, in the following pages.

Animal health and welfare outcomes

We have long been advocates of taking a data driven, outcome-based approach to drive continuous improvement in animal health and welfare performance. At the 2018 BBFAW launch event we were highlighted as a leader in this area, and our pioneering approach was celebrated for delivering measurable improvements in animal health and welfare outcome KPIs.

We rely on the professional judgement of our farmers and their vets to make the best animal health and welfare decisions day-to-day. However, good management can be difficult to define. To make sure we work with our farmers on their animals' most important health and welfare priorities – and to ensure we monitor these areas objectively – we measure outcomes across all types of production.

Our key performance indicators (KPIs) enable us to measure and analyse different aspects of an animal's health, physical condition and behaviour. The results are reviewed regularly by our internal animal welfare team, and data is reported back to suppliers on a regular basis. Our agriculture managers work closely with our suppliers to develop tailored action plans focused on the areas identified as needing improvement, and progress is measured against the agreed action plan at regular intervals. This process of continuous review creates an environment for open discussions and working in partnership to find solutions which drive continuous improvement.

Examples of these KPIs include:

- Ambulatory measures: lameness and /or hock marking (all relevant species).
- Mastitis (dairy).
- Tail biting (pigs).
- Feather cover (laying hens).
- Transport and slaughter KPIs (all relevant species).

KPIs are increasingly measured through new technology on-farm. This 'measure and manage' approach allows us to share outcome information with other producers to benchmark performance and share best practice. We also provide leadership through our farmer groups by working with leading veterinary professionals to ensure our producers get access to the best expertise and knowledge.



Antibiotics

We recognise the link between irresponsible use of antimicrobial medicine and the increase in antibiotic resistance, and are at the forefront of industry efforts to ensure responsible antibiotic use to prevent further development of antibiotic resistance. We are using our influence to work collaboratively and pre-competitively across industry to ensure antibiotics are used responsibly, and those deemed critically important for human medicine are only used as a last resort when needed to safeguard animal welfare. We are a founding and active member of the Food Industry Initiative on Antimicrobials (FIIA), which is engaging stakeholders across the agricultural and food sectors to promote responsible antibiotic use, and improve the data available to businesses and government organisations. We also have very close links to the Responsible Use of Medicines in Agriculture Alliance (RUMA), with one of our agriculture managers sitting on the RUMA Board and Alliance, which ensures we are kept up to date with the latest developments and industry discussions.

To promote responsible antibiotic use in our own brand supply chains we focus on preventing the need for antimicrobial intervention in the first place, by improving the overall health status on our supplying farms. Where antibiotics are required we manage their use in a similar way to our health and welfare outcome KPIs and we do not permit routine prophylactic use of antimicrobials. However, we do recognise that controlled intervention may be required on a clinically-assessed risk basis to prevent the outbreak and spread of disease and to safeguard animal welfare. Our farmers only use antibiotics under the supervision of a vet, and then only to treat animals that are unwell or in pain.

Our approach to antimicrobials reflects the following principles

1. In line with veterinary advice, we focus on the use of preventative strategies, e.g. the use of vaccines and probiotics and the good health of our animals.
 2. We work with our farmer groups to reduce antibiotic use, while protecting animal health and welfare.
 3. We minimise the use of Critically Important Antimicrobials (CIAs) used in human health (as defined by the European Medicines Agency). - Suppliers must demonstrate a commitment to not using Colistin under any circumstances, as it is deemed to be the most critically important antibiotic for human health of all antibiotics. If due to exceptional circumstances a veterinary surgeon prescribes Colistin as an absolute last resort, Sainsbury's agriculture team must be notified alongside extensive justification of why Colistin is required instead of other available antibiotics.
 4. We back the development of new technologies and techniques to replace antimicrobial use, e.g. nutritional management of gut bacteria, and support more targeted treatments.
 5. We foster R&D, knowledge-sharing and better technical capabilities within our value chains. We are committed to reducing the use of antibiotics across our supply chains and recognise collaboration is key to achieving this. We work closely with the farmers in our farmer groups and they share information with us, including data on antibiotic use. Such information enables us to make more informed decisions, and equipped with accurate data on the current level of antibiotics in our supply chain we can move towards more responsible use.
- Finally, in line with UK legislation under no circumstances must antibiotics in our supply chains be used to compensate for poor hygiene, farming practices or inadequate

animal husbandry. At Sainsbury's we understand that improving animal welfare leads to lower antibiotic use, we recognise our farmers are facing the growing challenge of antibiotic resistance and we have an important role to play in promoting responsible use.

Since 1st October 2017 the farmers who supply our fresh milk – Sainsbury's Dairy Development Group (SDDG) – have not used third and fourth generation cephalosporins and fluoroquinolones. This milestone followed a decade of close partnership between us and the SDDG to improve herd health and animal welfare, and farmers voted for this policy change voluntarily recognising they no longer needed to use them. Similarly, these products can only be used as a last resort in our other supply chains, and we have seen significant reductions in the use of CIAs across all our supply chains in recent years.

Since we started collecting antibiotic data and working with suppliers to promote best practice we had made some great progress. For a comprehensive look at our overarching approach and the antibiotic reductions we have achieved please see our latest [Antibiotic Stewardship Report](#).

Close confinement

We recognise that close confinement of animals is a serious issue. We do not allow close confinement as a routine management practice in our dairy, beef, lamb, egg, chicken, duck, turkey or fish supply chains, where confinement is exclusively restricted to purposes of restraint for veterinary investigation or treatment.

24.75% of the pork we source (34.97% of fresh/frozen pork) is from outdoor bred and organic systems where sows are not confined and we have a long standing history of supporting research into reducing confinement of pigs in indoor production. For example, we funded the FREESOW project, and have been on an ongoing journey of investigating commercial

free-farrowing solutions through research at our Concept Pig Farm and at the Pig Innovation Centre. All of our British pork is sourced from farms where pigs are free from close confinement during gestation, and all our EU pork is sourced from farms which do not permanently house breeding pigs in sow stalls. Where close confinement occurs it is limited to a maximum of 28 days post insemination.

We are currently working to better understand close confinement of sows and other management practices within our EU supply chains. In 2025 we announced that all British pork, sausages, premium bacon and gammon, and cooked meats supplied through Cranswick will be produced using flexible farrowing, for more information, please see page 17.

CCTV

All our abattoirs have CCTV at critical welfare points such as at unloading, lairage, stun and slaughter to ensure our welfare standards are met and good welfare is maintained. Footage is independently reviewed on a regular basis.

Permissible mutilations

We are committed to reducing and eradicating the need for animal mutilations in all our supply chains:

- We do not take lamb or wool from sources where mulesing – the removal of strips of skin from around the buttocks of sheep to prevent fly strike – is practised. We allow castration and tail docking of lambs in our lamb supply chain by trained, competent staff using approved methods within defined timelines.
- Mutilations such as fin clipping are not permitted in our fish supply chains, for identification or any other purpose.
- Beak treatment: we do not allow beak trimming in our supply chain. We currently allow beak tipping, but are committed to finding an evidence-based alternative that will avoid the need for beak tipping in our laying hens (the chickens we rear for meat do not have any beak treatment). Any beak treatment in our laying hens is conducted in accordance with current industry

best practice to ensure the minimum impact of overall beak integrity, and we do not permit the hot-blade method or interventions after one-day-old. All our birds are provided with environmental enrichment such as pecking blocks and manipulable materials to redirect their pecking focus, and we are working with suppliers to measure feather cover and identify best practice management. Deer for our venison does not undergo velvet removal/‘velvetting’ at any point of the production cycle.

- Desnooding, the removal of the fleshy growth on a turkey's head, does not occur in our turkey supply chain.
- All of our fresh pork is British and Red Tractor assured, so castration is not carried out. Castration is permitted in our EU pork supply chain, but we advise the use of analgesia or anaesthesia. We also allow the use of immunocastration where suppliers feel this provides benefits to animal welfare. Our Taste the Difference and SO organic pork ranges, which use outdoor bred pork, do not tail dock. On our indoor pig farms, on-farm plans for reducing tail docking must be in place, including records of tail-biting incidences, remedial actions, investigation into the cause and steps to prevent its repetition. Where tail docking is carried out, it is done by trained, competent staff using approved methods within defined timelines.
- We permit the castration and disbudding – horn removal – of cattle in our supply chains by trained, competent staff using approved methods within defined timelines. We promote early castration and disbudding, and have developed a bespoke Integrated Beef supply chain which uses Aberdeen Angus genetics where the majority of animals do not require disbudding at all.

Non-governmental organisations (NGOs)

We work closely with a number of NGOs to improve the health and welfare of animals in our supply chain.

These include:

- **RSPCA Assured:** we are proud to have been a leading retailer of RSPCA Assured products for many years, with over 23% of all RSPA Assured products being sold through Sainsbury's in their latest report being sold through Sainsbury's in their latest annual report.
- **The Woodland Trust:** we have planted over 5.2 million trees through our partnership with the Woodland Trust, and provide guidance to farmers around tree management on-farm to maximise environmental and animal welfare benefits.
- **Responsible Use of Medicines in Agriculture Alliance (RUMA):** we work closely with RUMA on a number of issues, we sit on the RUMA board, and have hosted their annual conference since 2015.
- **MSC (Marine stewardship council and ASC (Aquaculture stewardship council) awards:** we won both the MSC UK Supermarket of the year and the ASC UK retailer of the year in 2024, for the second year running. We were the first UK retailer to commit to sourcing 100% ASC farmed seafood and in 2023 we became the only big four supermarket to sell 100% MSC certified, pole and line caught canned tuna across its own label and became the biggest importer of pole and line caught tuna. For more information, please see [here](#).
- We also engage with a wide range of stakeholders on issues associated with animal health and welfare and the use of antibiotics, including Compassion in World Farming (CIWF), World Animal Protection (WAP), Alliance to Save Our Antibiotics (ASOA), and the National Farmers' Union (NFU).

Pre-slaughter stunning

100% of livestock and farmed salmon, trout, pangasius, bass and bream in Sainsbury's brand products are stunned before slaughter and according to both regulatory requirements and current best practice industry guidance. We do not accept meat for our own brand

products that has been slaughtered without stunning. 100% of our British pigs, chickens, turkeys and laying hens are stunned-to-kill in controlled atmosphere (gas) systems. For these species the associated methods provide significant benefits in terms of minimising potential stress during live animal handling. In particular they eradicate the need for live shackling of poultry. Sheep, cattle and waterfowl are stunned by species-appropriate methods and in accordance with the requirements of Regulation 1099/2009 EC.

All animals, irrespective of method used, are treated humanely and with respect. We do not sell own brand halal or kosher meat. To meet customer demand, we do sell a range of branded halal and kosher meat in some stores. These are very clearly labelled as kosher and halal and any branded halal products are stunned prior to slaughter.

Research and development

Reflecting our commitment to continuously improve animal health and welfare throughout our supply chain, we are involved in a number of R&D projects with commercial and academic partners. We have been running a project with the University of Bristol to ensure our birds are happier and healthier, using behavioural measurements alongside our health and welfare data to understand the health and welfare benefits of our stocking density move. For more information on our Dairy QBA project with our SDDG, please read our [Plan for Better report](#).

TB reactors

We do not accept TB reactor cattle into our supply chain. In our suppliers' abattoirs, TB reactors must not be slaughtered on the same day as cattle destined for Sainsbury's.

Transport

We are committed to avoiding long-distance live transportation of animals across all species. 100% of animals are transported over land within 8 hours, except in exceptional circumstances outside the hauliers or processors control (e.g. weather events, traffic incidents).

Training

We ensure that all relevant internal colleagues receive training on our health and welfare policies to guarantee their effective implementation. Recent examples include University of Bristol animal welfare courses, internal antimicrobial resistance training, and industry welfare conferences.

Our animal health and welfare team undergo annual continuous professional development, to ensure they remain upskilled and abreast of the latest developments in science and welfare policy. In addition, our team regularly attend industry seminars and conferences to learn and discuss important issues in animal health and welfare and antibiotic usage.

Our auditors are veterinary professionals who are at the forefront of the latest evidence-based veterinary research, and how this can be applied to our supply chains.





We adapt our animal health and welfare approach to meet each species' particular needs. The tailored approach we take for each of our species is summarised in the following pages.

In terms of animal health and welfare outcome KPIs the most important consideration is that we measure accurate and representative data, and this takes a lot of time, engagement and expertise to acquire. This means we are at different stages of our journey with different species, and have different priorities based on the specific relationships and processes we have in place. We can only collect objective and scientific data where it is available, and sometimes that means we need to work across the wider industry for many years until we are in a position to put our measure, monitor, and manage approach into action.

The best example of this is the Sainsbury's Dairy Development Group (SDDG) which provides us with 97%-100% of our *by* Sainsbury's fresh milk throughout the year.

Since 2007, we have collected a huge amount of data and invested heavily in veterinary expertise to achieve the improvements we've made. You'll see that because of this long standing and close relationship we have the most information to share, and in terms of animal health and welfare have made some great progress. We are on a similar journey with our other supply chains, applying the same tried and tested principles so farmers get the benefit of the lessons we've learned from working with the SDDG for so many years.

Please read on to learn more about what we have achieved so far, and what we have planned for the future as we continue to evolve our animal health and welfare continuous improvement journey.

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Dairy



Sainsbury's Dairy Development Group

Year established:

2007

Products

Sainsbury's fresh milk

Certification

100% farms are Red Tractor assured and audited by our independent veterinary partners to ensure compliance with our unique Sainsbury's higher animal health and welfare scheme.

Working in partnership to improve animal health and welfare

We have been working with the farms in our Dairy Development Group since 2007, and in that time they have significantly improved cow health and productivity performance, and now produce a litre of milk more efficiently. After many years of working together we've established a high level of trust through our track record of listening to their concerns, and paying a fair price for their milk which reflects the average cost of producing a litre of milk plus a margin. This fair pricing mechanism, which the farmers voted for in 2012, has allowed them to invest in their farms to achieve our high standards of herd health and welfare.

We use qualified, independent vets that specialise in dairy to audit the farms that supply our *by* Sainsbury's milk.

These audits verify health and welfare outcomes to ensure compliance with our policies. Animal health and welfare outcomes are measured and submitted monthly via our online Herd Health portal and contribute towards a Herd Health and Efficiency Matrix bonus payment, which is reviewed on a regular basis. We use the Sainsbury's Dairy Development Group Herd Health and Efficiency Matrix to rate our individual farms with a score out of 100, and work closely with farmers to help them improve animal welfare. Any farmers who do not meet our standards

are removed from our supply chain, and this protocol for removing non-compliant farms is documented clearly in our Code of Practice.

Providing the right environment

Our cows

All our dairy farms have demonstrated high levels of cow comfort after an assessment by a specialist dairy vet. All farms have also received a unique Qualitative Behavioural Assessment (QBA) to assess cow emotion and behaviour. This assessment is a useful tool to aid discussion and identify management changes which can improve cow welfare and promote the expression of positive behaviours.

Our calves

100% of our farms are required to house calves in groups by 21 days of age, and we are working to encourage all farmers to group house calves by 7 days if possible. Due to the diverse range of farms within our dairy group and the complex factors which impact calf health, we know transitioning to group housing by 7 days can be challenging so are supporting farmers to achieve this without any negative impact on calf health. When housed individually, all calves have contact with other calves through sight, smell and touch as specified by the Red Tractor assurance scheme.

Promoting responsible antibiotic use

For a comprehensive look at our overarching approach please see our latest [Antibiotic Stewardship Report](#).

Ensuring humane slaughter Transport

Our supplying farms are situated close to our abattoirs which minimises the time cattle spend in transit and any potential impact on health and welfare. We are working with our dairy farmers to limit all journey times to under 4 hours.

Slaughter

We prohibit the shooting of bull calves in our supply chains and prohibit the knowing sale of calves to buyers who slaughter them

immediately, regardless of their economic value. If a farmer cannot meet this requirement because of animal health & welfare concerns, we speak to the farmer and our independent vet and deal with each issue on a case by case basis and approval must be given before any action is taken at farm level.

We have also created an innovative Integrated Beef scheme which provides a market for our SDDG calves to enter our beef supply chain. We are supporting farmers to use the latest genetic technologies to produce calves which are viable for either the beef or dairy supply chain, which eliminates the production of unviable male dairy calves and subsequent euthanasia.

Please see beef section for further information regarding how we ensure humane slaughter of our cattle.

Monitoring animal health

We monitor an extensive suite of KPIs on a monthly basis from all our dairy farms which our animal welfare team and veterinary partners monitor closely. We have an industry leading dairy health and welfare database which allows us to track performance and identify best practice which we share across our supply base. We have seen demonstrable improvements to many of our KPIs and incentivise farmers to focus on improving animal health by paying a bonus to top performers. We are committed to driving improvements through clear action plans, collaboration and innovation with our suppliers.

Proactive disease prevention

We have committed to ensuring all farms achieve the following:

- **100%** of farms participate in National Johne's Management Plan.
- **100%** of farms have veterinary led action plan for IBR, Leptospirosis and Neospora control.
- **100%** of farms hold Bovine Viral Diarrhoea (BVD) free status.



Organic milk

Our SO Organic milk comes from cows raised in Soil Association organic systems. They graze outdoors when field conditions allow and are sheltered in bright, airy barns in winter.

All our organic farms are asked to demonstrate measurable levels of improving health and welfare managed through natural diets and low stocking rates. Our accreditation to organic and Red Tractor standards provide independent confirmation of the animal welfare standards of our organic cattle farms.

British cheese

All our British cheese is certified to Red Tractor standards, and we are working closely with our suppliers to improve animal health and welfare. Our major supplier of British Cheddar launched a new Sustainability Pledge in March 2020 which 95% of farmers have signed up to so far. This includes the following animal health and welfare commitments:

- All cows will have access to grazing for minimum 120 days/year;
- Record, monitor and share total use of antibiotics;
- Guarantee no healthy animal, including calves, shall be euthanised on farm.

Innovation priorities

- Continuous improvement of our health and welfare outcome KPIs.
- Automated welfare assessment and KPI data capture.
- Development of a reliable behavioural outcome KPI.
- Calf environmental enrichment.
- Ensuring all calves from our dairy group are suitable for either dairy or beef production, and encouraging those suitable for beef production to enter our Integrated Beef scheme

Continuous improvement in action

In 2007, dairy was the first supply chain where we introduced the idea of partnership and collaborative working, opening up the possibility of closely monitoring animal health and welfare outcomes. Our work with the Sainsbury's Dairy Development Group (SDDG) pioneered our health and welfare outcomes approach, allowing us to apply this to partnership and non-partnership suppliers and farmers alike. As we have been collecting this data for the longest, we have more dairy data than for any other species, furnishing us with an extensive dataset which we can use to drive change in our supply chain and improve animal health and welfare - continuous improvement in action!

The current focus in the group is on measuring and benchmarking performance, setting targets for each outcome measure we collect, and most importantly supporting farmers to achieve these targets through targeted veterinary advice. Using the insight gained from our wealth of data we have developed a bespoke higher welfare scheme with stringent requirements, audited and supported by our independent veterinary advisors.

We are really proud of our relationship with our liquid milk suppliers, and of the hard work and achievements of the farmers in the SDDG. This supply chain is a clear example of how working in partnership can deliver material change and improvements where they matter most.

Since 2011, the Sainsbury's Dairy Development Group have delivered:

Improved health

- **56% reduction** in cases of lameness (score 2 & 3). Furthermore, an 88% reduction in severe lameness (score 3), which cause the most serious welfare concerns.
- **58% reduction** in cases of mastitis/year.
- **98% reduction** in thin cows, with these cases being exceptionally rare (0.03%), alongside improvement in cases of all main metabolic diseases, demonstrating excellent nutritional management.
- **97% BVD free in 2024** – an industry leading position. We set up our own BVD monitoring scheme which has been very successful in increasing the number of farms in our supply chain that are BVD free. Our supply chain has improved from 61% BVD free in 2016.

Improved sustainability

- **10% improvement** in average age at first calving (AAFC) and **12% improvement** in calving interval, achieved through improved health. This has also led to reduction in carbon emissions, improving the sustainability of our *by* Sainsbury's milk.

Improved welfare

- Calves are group housed from 21 days in straw bedded pens, with many farmers doing this within the first 7 days of life.
- Cows are provided with environmental enrichment such as cow brushes, promoting the expression of positive natural behaviours.
- We adopted a pioneering approach through our integrated beef supply chain to stop routine male dairy calf euthanasia, which is leading the way for the wider industry. More information can be found on page 13.

Although these metrics show huge improvement, we won't stop there. We continue to work with farmers to further improve the performance of all farms and strive to meet our requirements, leading to healthier and more productive cows.

Vet Vision AI



In July 2024, we were the first retailer in the world to invest in new AI veterinary technology used to measure and enhance positive animal welfare on dairy farms.

In partnership with Vet Vision AI, a spinout company from the University of Nottingham, we are trialling 24/7 monitoring cameras which record and deduce when cows are happy and healthy. The AI works by recognising patterns in behaviour, analysing and turning video footage into real-time, accurate data. As well as monitoring behaviour, the AI offers farmers suggestions on ways to further improve the animals' lifestyles. Examples of this include housing improvements for better comfort and animal engagement and providing enrichment, such as cow brushes, to reduce stress.

The ability to round the clock monitoring enables more informed decision making, as farmers will have unique insights into cow welfare that they may not be able to identify with standard vet visits, which are only a snapshot of behaviour on the day of the visit. The continuous analysis of behaviour also allows for a 'test and learn' approach to the suggested welfare improvement, in line with our continuous improvement health and welfare outcome approach.

The trial began on 30 Sainsbury's Dairy Development Group farms, with the aim to roll out the technology further next year.

Highlights

100%
of our cows travel < 8 hours

100%
of our calves given pain relief for castration and disbudding

97.56%
of our calves group housed in straw pens by 21 days, and many less than 7 days

>90%
of our cows free from tethering (fresh), >87% total business (fresh dairy & ingredient)

82.76%
of our cows provided environmental enrichment such as cow brushes

100%
of our cows pre-slaughter stunned

Our target is 100% tether free by 2030

Beef



Fresh and frozen beef

All our fresh and frozen beef is 100% British or Irish and reared to Red Tractor or Bord Bia standards. Our range of organic beef also meets Soil Association (or equivalent) standards. We do not buy animals direct from livestock markets, instead sourcing through known and trusted suppliers who can ensure traceability back to farm. We limit the number of farm animal movements to a maximum of 4 to limit animal stress and health events following farm changes. Where we have most control over the supply chain, we ensure this is no more than 3 movements and that transition diets are managed accordingly to optimise health & welfare.

We engage with beef farmers using a range of approaches to suit the diversity of beef farmers in the UK:

- Farmer Development Groups tailored to different production systems and regions of the UK, such as our organic and suckler groups;
- Our Integrated Beef Scheme provides a market for our dairy calves to enter our beef supply chain. We are supporting farmers to use the latest genetic technologies to produce calves which are viable for either the beef or dairy supply chain, which eliminates the production of unviable male dairy calves and subsequent calf euthanasia. Our scheme promotes the production of Aberdeen Angus calves where the majority of calves do not require disbudding.

Innovation priorities

- Continuous improvement of our health and welfare outcome KPIs.
- Improving availability of antibiotic usage data. For a comprehensive look at our overarching approach please see our latest [Antibiotic Stewardship Report](#).
- Ensuring all calves from our dairy group are suitable for either dairy or beef production, and encouraging those suitable for beef production to enter our Integrated Beef scheme.

Monitoring animal health

We monitor an extensive suite of KPIs on a monthly basis from all our fresh and frozen beef suppliers, which our animal welfare team monitor closely. We have an industry leading beef health and welfare database which allows us to track performance and identify best practice which we share across our supply base. We are committed to driving improvements through clear action plans, collaboration and innovation with our suppliers.

Handling

Our abattoir facilities are all accredited to Red Tractor standards or above. All abattoir staff that work with cattle must be trained in welfare-friendly animal handling methods, demonstrate high levels of competence before handling cattle, and hold role-related certificates of competence as required by law. As a legal requirement and in common with the rest of our livestock supply chains, a vet inspects animals on arrival to ensure fitness from both animal welfare and food safety perspectives.

Providing the right environment

Our cows and calves

100% of cows and calves are free from close confinement such as tethering or veal crates.

100% of cows and calves are free from routine tail docking.

Ensuring humane slaughter

Transport

Our supplying farms are situated close to our abattoirs which minimises the time cattle spend in transit and any potential impact on health and welfare. Cattle travel directly to abattoirs using Red Tractor assured hauliers which ensures all drivers and vehicles meet the animal health and welfare standards we demand. Given the number of cattle we source each year a very small proportion die during transport from farm to abattoir. When this occurs our suppliers conduct a thorough investigation into the cause of death, and we monitor this closely through our dead on arrival (DOA) KPI.

The percentage of animals dead on arrival at abattoir has been 0 since 2022.

Journey times are always below 8 hours, with the vast majority of cattle in 2024 travelling less than 4 hours.

Slaughter

Our cattle are slaughtered using pre-stun methods regarded as the most humane method of slaughter for cattle. Our suppliers continually review CCTV footage and staff training to minimise the rare occurrence of ineffective stunning, and work closely with our animal welfare team to ensure animal welfare is not compromised at slaughter. We closely monitor specific outcome KPIs at slaughter which we review on a monthly basis, including seeking external expert advice for any incidents that may have affected welfare at slaughter.



Changing the game in the beef supply chain

Our Taste the Difference integrated beef scheme brings together our beef and dairy supply chains, producing dairy calves that are suitable to use in our beef supply chain and affording us end-to-end traceability and influence. The use of dairy calves in this way has enabled us to stop the long-established practice of euthanising male dairy calves due to them not being suitable for either the dairy or beef supply chains. We are very pleased to see the wider industry has since made progress on this issue to improve calf welfare.

The scheme, known as Gamechanger, produces calves of high health status, reared through a network of dedicated calf rearers that are all committed to improving the health of the animals in their care. There are strict veterinary and welfare protocols in place, covering all aspects of the animal's life, including vaccination, feeding and castration. For example, all calves are BVD tested and vaccinated for respiratory disease, and where castration is required, it is performed using appropriate pain relief and always in line with best practice

veterinary protocols. We only produce Aberdeen Angus calves for these products which, due to their lack of horns, do not require disbudding, and therefore, avoid the discomfort associated with this process. Due to the integrated, traceable nature of this supply chain, calves leave the rearing farms with a full health history, so farmers are able to follow the health plans throughout their life.

We are passionate about data, it allows us to measure, manage and drive continuous improvement. For every animal in this supply chain, the farmers and processors collect data on health and welfare and antibiotic usage throughout the animal's life. Through our close working relationships, we have full transparency of this data, which is shared back with our farmers. Data is used to inform policies, drive improvements and support farmers to benchmark, learn, and improve, to continuously strive for the highest levels of health and welfare.

As part of working closely with our integrated beef farmers, we operate an 'innovation pipeline' which gives farmers the opportunity to try new approaches and ideas. Findings are then shared amongst other farmers in the scheme, improving the supply chain through knowledge sharing and collaboration. Current projects in the pipeline include:

HerdVision - In partnership with Gamechanger we are looking to trial HerdVision's camera system for automatic and daily weighing of growing and finishing cattle at ABP's trial farm facility. The aim of this trial is to help reduce cattle stress, increase performance management and reduce time and labour costs to the farmer.

Early indication of ill health - In partnership with Gamechanger, we are currently looking into various innovative solutions to monitor calf health on rearing farms to ensure quicker identification, early intervention and treatment of ill health.



Innovation in action

In a recent study by ADAS, liver fluke infection was found to increase GHG emissions by 10% compared with healthy cattle and was identified as one of the key opportunities for GHG abatement in UK cattle. We have been monitoring liver fluke incidence as part of our health and welfare outcome measures for over a decade, and this data has indicated that it is no longer seasonal in nature and is a consistent issue to farmers all year round. Liver fluke challenge is difficult to predict as the risk is varied year on year, farm to farm and even field to field, and has been projected to become an even greater challenge in the future. In autumn 2021, working together with Dunbia, we began a 3-year historic data analysis of our supply base, from which we identified farmers with the largest liver fluke problem. Farmers were then grouped by production system and benchmarked according to their scope for improvement. Participating farmers completed a questionnaire on their liver fluke control strategies, including prevention, monitoring and treatment.

By combining data from the abattoir with farm data on live fluke control practices, an evidence-based support strategy was implemented to reduce the occurrence of liver fluke, using combined methods of education, forecasting, innovation, continuous data monitoring and development of the 'Fluke O' Meter' which is now shared with over 750 Sainsbury's beef farmers across the UK. Together we also track and monitor the overall farmer group progress and subsequent measurable benefits across the supply chain, where at latest analysis

73% of farmers had improved and liver fluke incidence in our whole supply chain has reduced by 52% (2020-2024).

We are now delighted to have implemented the 'Pneum O' Meter' sharing similar benchmarked information on pneumonia which was highlighted by both businesses as the second highest priority from our monthly health and welfare data. This project is already showing some great improvement on farm, and we have seen a **26% reduction in pneumonia in our overall supply chain (2020-2024).**

Highlights

100%

of our cows travel < 8 hours

100%

of calves in our Gamechanger integrated beef scheme free from disbudding

100%

of calves in our Gamechanger integrated beef scheme receive pain relief for castration, following best practice protocols

100%

of our cows free from tethering

100%

of our calves free from close confinement in veal crates

100%

of our cows pre-slaughter stunned (0.11% ineffective stun)

Lamb



Fresh and frozen lamb

All our fresh and frozen British lamb is reared to Red Tractor standards, and our range of organic lamb meets Soil Association standards (or equivalent). We do not buy animals direct from livestock markets, instead sourcing through known and trusted suppliers who can ensure traceability back to farm. We make sure that our lambs are reared as naturally as possible. They stay with their mothers, suckle freely and live in family groups until they are weaned. After that, lambs stay together as a group but their diet is based entirely on grass and forage. If grass is in short supply because of bad weather, they are fed other natural supplementary feeds to ensure the nutritional needs of the animal are met. Outside of the British season, we source lamb from selected farmers in New Zealand that are accredited to in-country standards that have equivalence with Red Tractor.

We engage with lamb farmers using a range of approaches to suit the diversity of lamb farmers in the UK:

- Annual Flock Health Management Survey to identify key areas within the supply chain where best practice can be promoted, and provide the basis for further communication and innovation projects;
- Taste the Difference Group working with over 900 Welsh farmers who receive a bonus payment for providing data and delivering high standards.

Ensuring humane slaughter

Transport

Our supplying farms are situated close to our abattoirs which minimises the time sheep spend in transit and any potential impact on health and welfare. Sheep travel directly to abattoirs using Red Tractor assured hauliers which ensures all drivers and vehicles meet the animal health and welfare standards we demand. Given the number of sheep we source each year a very small proportion die during transport from farm to abattoir. When this occurs our suppliers conduct a thorough investigation into the cause of death, and we monitor this closely through our dead on arrival (DOA) KPI. As a legal requirement and in common with the rest of our livestock supply chains, a vet inspects animals on arrival to ensure fitness from both animal welfare and food safety perspectives.

Slaughter

Our sheep are slaughtered using pre-stun methods regarded as the most humane method of slaughter for sheep. Our suppliers continually review CCTV footage and staff training to minimise the occurrence of ineffective stunning, and work closely with our animal welfare team to ensure animal welfare is not compromised at slaughter. We closely monitor specific outcome KPIs at slaughter which we review on a monthly basis, including seeking external expert advice for any incidents that may have affected welfare at slaughter.

Innovation priorities

- Continuous improvement of our health and welfare outcome KPIs.
- Improving availability of antibiotic usage data. For a comprehensive look at our overarching approach please see our latest [Antibiotic Stewardship Report](#).
- Reduce, refine and replace routine tail docking and castration where possible.

Monitoring animal health

We monitor an extensive suite of KPIs on a monthly basis from all our fresh and frozen lamb suppliers, which our animal welfare team monitor closely. We have an industry leading sheep health and welfare database which allows us to track performance and identify best practice which we share across our supply base. We are committed to driving improvements through clear action plans, collaboration and innovation with our suppliers outcome KPIs to benefit both farmers and their animals.

Sainsbury's flock health management survey

We work closely with a group of farmers to collect information about flock management and the health and welfare of their sheep. This helps us identify key areas within the supply chain where best practice can be promoted, or where farmers could benefit from support or an innovation project. It also provides a basis for regular communication and farmers to benchmark themselves against other farmers in our supply chain. We are at the forefront of industry efforts to improve the antibiotic data available to the lamb industry, and are monitoring health and welfare outcome KPIs to benefit both farmers and their animals.



Going for gold with Taste the Difference lamb

Our Taste the Difference Welsh lamb is supplied by ~900 farms across Wales, reared by ambitious farmers who must meet a set of improvement focused eligibility criteria. The group has a tiered approach, Gold, Silver and Bronze. Each tier must meet a varying set of criteria relating to health and welfare KPIs, vaccination, antibiotic usage, anthelmintic use and sustainability in order to qualify.

Our annual health and welfare survey is open to all Taste the Difference farmers and is an eligibility requirement for the Silver and Gold groups. The survey is comprehensive, and covers a wide range of topics, collecting data on the previous lambing season, such as lambing percentage, environmental sustainability, lameness, vaccination, antibiotic usage and many, many more!

We collect this data to inform our policies, set stretching improvement targets and assess progress against our commitments. Using the health and welfare outcome approach promotes a culture of continuous improvement, which we have adopted in collaboration with our farming base. The data we collect is collated, analysed



and shared back with farmers anonymously, giving in depth insight into their own farming operations and levels of health and welfare, but also those of the wider industry, helping them to benchmark their farm against the group and drive continuous improvement.

To incentivise tangible improvements in health and welfare, the group are eligible to receive a bonus per kilogram of lamb they supply to Sainsbury's, are invited to regular producer meetings with the purpose of knowledge sharing and sharing best practice as well as benefiting from priority inclusion in projects. An example of these projects is the Welsh Anthelmintic Resistance Study (WARS).

Welsh Anthelmintic Resistance Study (WARS) is a farming connect initiative that involves 40 farms across Wales to establish a clear picture of anthelmintic resistance status in Welsh Flocks. The project involves pre faecal egg count (FEC) screening, treatment and then post FEC screening. Upon completion of the project, farmers will receive a comprehensive report for their own specific results. The reports will explain the efficacy of each wormer group tested and provide insights to help farmers develop an effective and targeted plan for their sheep. We have a total of 20 farms involved in this exciting project.

Reducing lameness using targeted vaccination

We run projects with our farmer group, focussing on areas which have been identified as industry or group specific issues. Lameness has long since been a serious concern for farmers, a concern the Taste the Difference group echo when outlining priorities. It is not only a health and welfare issue but can also lead to a reduction in production efficiency and an increased use of antimicrobials. According to the AHDB, footrot alone costs the sheep industry £20-80 million per year*, so finding prophylactic techniques to reduce incidence is of great importance to the industry. Although our data has shown that levels of lameness in our supply base have seen a slight increase over the years, they are still well below industry average levels**, however, these low levels may have an impact on health and welfare and productivity.

10 farms across Wales have been taking part in a three-year project with MSD Animal Health, focussing on monitoring health and welfare KPIs and implementing vaccination protocols against 5 common issues;



clostridial disease, footrot, toxoplasmosis, EAE and pasteurellosis. The farms varied in size from 120 to over 1000 ewes and were farmed on a mixture of upland, lowland and hill farms. Overall, lameness reduced on all 10 farms over the 36-month period, bringing down the average lameness by 57%, from 6.3% to 2.7%, which could lead to significant potential cost savings alongside improved animal welfare. These positive results were seen in spite of some significant seasonal weather challenges.

*AHDB

**FAWC target of 2% by 2031

Highlights

100%

of our lambs travel < 8 hours

100%

of our lambs free from mulesing

91%

of Taste the Difference farms vaccinated against disease (2024 survey)

59.5%

of Taste the Difference farms did not castrate lambs (2024 survey)

16%

of Taste the Difference farms did not tail dock lambs (2024 survey)

100%

of our lambs pre-slaughter stunned (0.00% ineffective stun)

Pork



British pork

We have a long history of providing a range of British pork products to meet the different needs and preferences of our customers. For example, we first introduced RSPCA Assured pork in 2008, and now all our Taste the Difference pork is RSPCA Assured. We are one of the largest retailers of higher welfare pork and we continue to focus on providing customers with a range of products they want to buy.

Our range of British pork products - there are some key differences within our range of fresh pork products which are outlined below:

by Sainsbury's - fresh and frozen pork, sausages and ham

Our *by Sainsbury's* fresh and frozen pork, sausages and ham is 100% British and sourced from farms certified by the Red Tractor assurance scheme. Our breeding sows are free from sow stall confinement throughout their gestation and loose housed in groups which provides them with social interaction and allows them to exhibit their natural behaviours. They are moved into farrowing crate accommodation to give birth to ensure piglets are protected from the sow (they are very small compared to their mother). Piglets are born and reared indoors, which allows for greater biosecurity and control of disease. They are provided with enrichments such as straw, rope and chew toys so they can exhibit their naturally inquisitive behaviours. Castration is not permitted in our UK pork supply chain. Teeth clipping is not allowed, but teeth grinding is permitted in indoor units to protect sows' udders from piglets' teeth. Tail docking is only permitted as part of an agreed plan to reduce tail biting, where other management interventions have not been wholly effective. It is only carried out by trained stock persons to best practice requirements.

Taste the Difference fresh and frozen pork, sausages and ham

Our Taste the Difference pigs are 100% British, outdoor bred and RSPCA Assured. The sows live outdoors for their whole lives and give birth in their own hut/arc' rather than being moved into a farrowing crate like in conventional farming. Piglets stay outdoors with their mother until they are weaned, when they are moved to spacious straw barns. Castration, teeth clipping and/or grinding and tail docking are not routinely carried out.

Ensuring humane slaughter Transport

Our supplying farms are situated close to our abattoirs which minimises the time pigs spend in transit and any potential impact on health and welfare. Given the number of pigs we source each year a very small proportion die during transport from farm to abattoir, but the number is well below industry norms and we monitor this closely through our dead on arrival (DOA) KPI. As a legal requirement and in common with the rest of our livestock supply chains, a vet inspects animals on arrival to ensure fitness from both animal welfare and food safety perspectives.

Slaughter

Our pigs are slaughtered using inert gas and/or multi-phase controlled atmospheric stunning (CAS), which is regarded as the most humane method of slaughter for pigs. One of the main benefits is pigs do not need to be handled or separated from the group, which can be very stressful for pigs. It is also a stun to kill method of stunning which minimises the occurrence of ineffective stunning, and eliminates the potential for operator error and fatigue associated with other stunning methods. None of our pigs are slaughtered using electrical or percussive methods of stunning.

Monitoring animal health

We monitor an extensive suite of KPIs on a monthly basis from all our British pork suppliers, which our animal welfare team monitor closely. We have an industry leading

pork health and welfare database which allows us to track performance and identify best practice which we share across our supply base. We are committed to driving improvements through clear action plans, collaboration and innovation with our suppliers.

Sainsbury's Pork Producer Group

We work closely with a small group of trusted farmers in our Pork Development Group who supply us with enough volume of pork to fulfil our fresh pork supply. They have been providing us with a large amount of data since 2015 which has enabled them to benchmark their performance against each other and share learnings and best practice. We have seen significant improvements in the health and productivity of their farms so that they produce a kilogram of pork more efficiently. They've also made some great progress in reducing the amount of antibiotics they use, and minimising the use of critically important antibiotics including not using Colistin since 2017. After many years of working together we've established a high level of trust through our track record of listening to their concerns, and have a bespoke payment mechanism in place which removes price volatility and allows them to invest in their business to continue improving pig health and welfare.

Other Pork Products

Bacon, gammon and speciality meats

We source our *by Sainsbury's* bacon, gammon and speciality meats from the UK and overseas countries such as Denmark, the Netherlands, Italy and Spain. 100% of these products are certified to an in-country Red Tractor equivalent such as Danish Produktstandard, IKB, EFP or Interporc. 100% of our breeding sows are free from permanent sow stall confinement, but this is permitted up to 28 days post insemination in line with EU legislation.

Castration is permitted as is common practice in these countries, but we advise the use of anaesthesia or analgesia. We also allow the use of immunocastration where suppliers feel this provides benefits to animal welfare.

Ingredient pork

All our British ingredient pork is Red Tractor assured and farmed to the standards we expect of our other British products, including no sow stall confinement or castration. We also source ingredient pork from the EU which is certified to an in-country Red Tractor equivalent such as Danish Produktstandard, IKB, EFP or Interporc. Breeding sows are free from permanent sow stall confinement, but this is permitted up to 28 days post insemination in line with EU legislation. Castration is permitted as is common practice in these countries, but we advise the use of anaesthesia or analgesia. We also allow the use of immunocastration where suppliers feel this provides benefits to animal welfare.

Innovation priorities

- Continuous improvement of our health and welfare outcome KPIs.
- Encouraging the production of pigs free from routine castration, teeth grinding and tail docking.
- Developing new technologies which facilitate early detection of tail biting.
- Responsible antibiotic use. For a comprehensive look at our overarching approach please see our latest [Antibiotic Stewardship Report](#).



Partnership and progress

This year, we entered into a ten-year partnership with pork supplier, Cranswick. This long-term contract will allow both businesses, and 170 trusted farmers in our Pork Producer Group, to invest in the future, up and down the supply chain.

Flexible farrowing - This partnership offers a unique opportunity to invest heavily into elevating health and welfare by undertaking improvement projects and working closely with producers, for example the introduction of flexible farrowing accommodation. We estimate to invest £50 million, with Cranswick investing an additional £11 million, to implement accommodation that provides extra space for sows and piglets, which we anticipate will lead to improvements in a number of health and welfare outcome KPIs.

Teeth and tails - We are also working towards the reduction and elimination of teeth grinding and tail docking in our supply chain, with trials underway. We recognise these practices as an area requiring improvement in the industry and have already prohibited teeth clipping in the group since 2023, which puts us ahead of the



wider industry. Our partnership allows us to have increased influence and work more closely with producers, knowledge sharing across our Pork Producer Group and tailoring changes to each individual farm.

KPI improvements - The new partnership with Cranswick builds on a number of years' collaboration with our Pork Producer Group, with whom we have been collecting health and welfare outcomes for many years. Data is shared on a monthly basis, where it is collated, analysed and benchmarked. These reports are then returned to individual producers 4 times a year, allowing them to see where they excel, or areas in need

of improvement. We foster a culture of open, honest discussion, with clear targets, which has led to tangible improvements in KPIs.

Across the group, since 2021, we have seen a **49% decrease in levels of pneumonia**, a **61% decrease in levels of pleurisy** and consistently low levels of lameness, highlighting the great work that farmers are doing on health and welfare.

This partnership will help us to meet our target of 100% flexible farrowing in British pork, sausages, premium bacon and gammon, and cooked meats by 2028.

AI4Animals



Cranswick have recently installed AI technology in their abattoirs. AI4Animals is an intelligent surveillance system designed to improve animal welfare and operational compliance in abattoirs through the use of artificial intelligence and computer vision. This 24/7 surveillance technology identifies poor handling and allows us to ensure best practice handling techniques are followed at all times. Video recording that potentially contains animal handling issues is automatically selected by the AI4Animals algorithm and presented through a dashboard to be reviewed and, if required, escalated. This allows areas of further training to be identified to improve

animal welfare. In addition, welfare outcome measures such as lameness and slips and falls are monitored allowing a full days' worth of footage to be compiled into a concise video highlighting important health and welfare outcomes. Cranswick are now rolling this technology out across their farming estate having seen the benefits it provides from their experience using it at the abattoir.

Highlights

99.98%

of our pigs travel < 8 hours

100%

of our pigs provided with environmental enrichment

100%

of our pigs pre-slaughter stunned (0.00% ineffective stun)

100%

of our pigs free from teeth clipping*
(We have a target to eliminate teeth grinding)

24.75%

of our pigs free from tail docking

68.75%

of our pigs free from castration

* Sainsbury's fresh pork, sausages, premium bacon and gammon, and cooked meats

Eggs



All the hens producing our shell eggs are free range, have access to the outdoors and, those producing our *by Sainsbury's*, Taste the Difference and So Organic shell eggs have access to woodland ranges as part of our long standing partnership with the Woodland Trust. This tree planting partnership not only encourages birds to roam further and express more of their naturally inquisitive behaviours, but it's also having environmental benefits too, and is part of our commitment to improve the sustainability of our egg farms.

Sainsbury's Egg Group

We source all our shell eggs from British farms which are certified by both the Red Lion and RSPCA Assured schemes. In recent years we have worked closely with our suppliers to collate the data collected across the industry, and are now facilitating benchmarking between them and their peers. We are also working closely with the RSPCA Assured scheme to fully utilise the datasets available and share learnings on how best to achieve continuous improvement in key areas, such as maintaining feather cover.

Innovation priorities

- Continuous improvement of our health and welfare outcome KPIs.
- Management of injurious pecking and alternatives to beak tipping.
- Maximising range use through optimal planting and range design.
- Responsible antibiotic use. For a comprehensive look at our overarching approach please see our latest [Antibiotic Stewardship Report](#).

Providing the right environment

Shell eggs

100% cage free since 2009.

100% free range since 2020.

Our ingredient eggs

100% cage free since 2012.

100% of birds are provided with environmental enrichment.

Beak trimming

We do not allow beak trimming in our chicken or egg supply chains, having eliminated this some years ago. We allow beak tipping in our egg supply chain only, but are committed to, and actively working on, finding an evidence-based alternative to avoid any beak treatment while maintaining animal welfare. Any beak treatment is conducted in accordance with current industry best practice to ensure the minimum impact on overall beak integrity, and we do not permit the hot-blade method or interventions after one-day-old. All our birds are provided with environmental enrichment such as pecking blocks and manipulable materials to redirect their pecking focus, and we are working with suppliers to measure feather cover and identify best practice management.

Ensuring humane slaughter

Transport

Our supplying farms closely monitor the time birds spend in transit and minimise any potential impact on health and welfare. Given the number of birds we source each year a very small proportion die during transport from farm to abattoir, but the number is well below industry norms and we monitor this closely through our dead on arrival (DOA) KPI. As a legal requirement and in common with the rest of our livestock supply chains, a vet inspects animals on

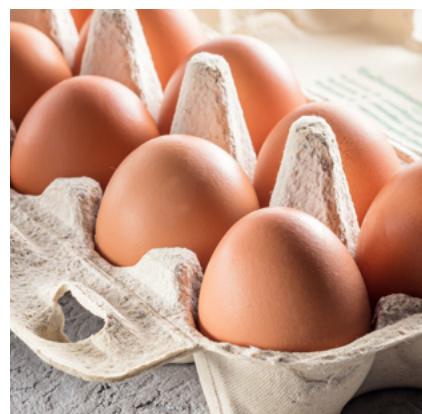
arrival to ensure fitness from both animal welfare and food safety perspectives.

Slaughter

Our hens are slaughtered in RSPCA Approved abattoirs using inert gas and/or multi-phase controlled atmospheric stunning (CAS), which is regarded as the most humane method of slaughter for hens. One of the main benefits is birds do not need to be handled or undergo live inversion, both of which can be stressful to the birds. It is also a stun to kill method of stunning which minimises the occurrence of ineffective stunning, and eliminates the potential for operator error and fatigue associated with other stunning methods. None of our hens are slaughtered using electric water bath stunning and/or live inversion.

Monitoring animal health

We monitor an extensive suite of KPIs on a monthly basis from all our shell egg suppliers, which our animal welfare team monitor closely. We have an industry leading hen health and welfare database which allows us to track performance and identify best practice which we share across our supply base. We are committed to driving improvements through clear action plans, collaboration and innovation with our suppliers.



Two decades of laying the foundations for better hen welfare

At Sainsbury's, we're proud of our long-standing commitment to improving the welfare of laying hens across our supply chains. For over two decades, we've led the way in pioneering practices that put animal welfare, sustainability, and collaboration at the heart of egg production.

Our journey began in 2004 with the launch of Woodland Eggs in partnership with the Woodland Trust. Hens are provided with access to woodland environments, allowing them to roam freely and express natural behaviours.

In 2009, we became the first major retailer to go 100% cage-free on shell eggs across our own-brand products. Just three years later, in 2012, we extended this commitment to ingredient eggs, ensuring all eggs used in our own-brand products were also cage-free—a move more than 15 years ahead of many other retailers' targets.

In 2020, all shell eggs became free range, further improving our baseline welfare standard to keep delivering high standards for our hens and our customers.



Our latest advancement in hen welfare is powered by the Sainsbury's Egg Group, launched in 2024. This industry-first initiative fosters collaboration between a small group of dedicated egg farmers and packers, strengthening supply chain resilience and driving forward sustainability and welfare improvements.

This year we have taken another bold step by beginning the transition to white laying hens. These birds are more efficient than traditional brown hens, living longer and requiring less feed for the same egg output. They also demonstrate improved health and welfare outcomes, including reduced antibiotic use.

From woodland roaming to white bird innovation, our commitment to laying hen welfare continues to evolve, setting new standards and delivering better outcomes for animals, farmers, and customers.

Unique inputs, improved outcomes

For many years, improving feather cover of laying hens has been at the forefront of farmers' minds. Feather pecking is the act of one hen pecking another, causing patches of feather loss and potentially skin damage, with often unclear triggering factors. Historically, to address this welfare issue, hens would have their beaks trimmed to minimise injuries from this pecking behaviour, however this method presents its own welfare challenges.

Beak trimming was phased out in our supply chain many years ago, but to protect hens from feather pecking they have the very tip of their beak removed at one day old using the high welfare infrared method (beak tipping). Our goal is to remove the need for any intervention, leaving beaks intact while ensuring high levels of health and welfare.

Our close partnership with the Sainsbury's Egg Group, including the recent move towards white birds, has opened up new opportunities to trial welfare-focused initiatives tailored to these naturally more docile hens. One of our most ambitious goals is to understand the implication on feather cover of hens with intact beaks.



We're currently running a two-year trial providing the Sainsbury's Egg Group farmers with tailored expert advice for their flocks to reduce feather pecking, with the goal of enhancing animal welfare while maintaining optimal feather cover. As part of this trial, we have introduced no beak tipping for some flocks, made possible by the recent introduction of white birds into our supply chain as due to their calmer nature they are naturally less likely to feather peck.

As part of our health and welfare outcome approach we're closely monitoring real-time data from trial farms, tracking key metrics

such as feather cover and mortality. This evidence-based approach will help farmers understand any impacts of not beak tipping and inform management practices and husbandry of flocks to ensure animal health and welfare remains at the highest level. The data gathered in this 2-year long trial will guide future decision making, guiding the practicality of introducing 'intact beak flocks' into our supply chain.

Our ultimate goal is to increase the proportion of hens with intact beaks, without compromising welfare and feather condition.

Highlights

91.54%

of our hens travel < 4 hours

100%

of our hens provided with environmental enrichment

100%

of our hens pre-slaughter stunned (0.00% ineffective stun)

6.7%

of our hens free from beak tipping

100%

of our hens cage free

100%

of shell eggs free range

Chicken

Fresh and frozen chicken

Our fresh and frozen chicken is 100% British and certified by an independent third party from hatch to slaughter. We've achieved some significant health and welfare improvements in recent years, such as providing birds with natural light and environmental enrichment, eliminating the use of critically important antibiotics, and ensuring all birds are slaughtered using the most humane methods available. However, we know there is still work to do, which is why we're working closely with our suppliers to better understand the outcome KPIs we collect, and are focused on driving continuous improvement of these where required. We also have a long history of providing a range of chicken products to meet the different needs and preferences of our customers. For example, we first introduced RSPCA Assured chicken in 2004, and all our Taste the Difference range is now RSPCA Assured. We are one of the largest retailers of higher welfare chicken and we continue to focus on providing customers with a range of products they want to buy.



Ingredient chicken

All our ingredient chicken is certified by an independent third party from hatch to slaughter. All our British ingredient chicken is Red Tractor assured and therefore farmed to the same standards we expect of our fresh and frozen products. Where we source chicken from outside the UK it is certified to an in-country equivalent such as IKB, QS, Global Gap or Lloyd's Register Farm 1st (Gold or above). Our agriculture team continually review our health and welfare standards, and are working with overseas suppliers to collect outcome KPIs in the same way they do for our fresh and frozen chicken.

Innovation priorities

- Continuous improvement of our health and welfare outcome KPIs.
- Accurate measurement of chicken behaviour and promoting the expression of positive behaviours.
- Automated chicken welfare assessment
- Responsible antibiotic use. For a comprehensive look at our overarching approach please see our latest [Antibiotic Stewardship Report](#).

Maintaining food safety

We have seen significant reductions in the amount of Campylobacter found on our raw chicken since 2015. We report publicly on the results of quarterly testing on our website Tackling Campylobacter – Sainsbury's. The Food Standards Agency (FSA) set an industry recognised target of 7% but we have set ourselves a more ambitious target of 5%, and regularly achieve results below this stretching target.

Our commitment

Since March 2023, all fresh chicken that customers buy from us is grown at a reduced stocking density in bedded barns. This means that our customers can be confident that the chicken they purchase is grown under welfare conditions which are better than the UK standard. For more information, [please click here](#)

Our range of chicken products - there are some key differences within our range of fresh chicken products which are outlined below:



by Sainsbury's

Environment: Reared indoors in bedded barns with natural light

Enrichment: Bales, perches and platforms to encourage natural behaviours

Breed: Standard breed

Stocking Density: 30kg/m² or less



by Sainsbury's RSPCA Assured

Environment: Reared indoors in bedded barns with natural light

Enrichment: Bales, perches and platforms to encourage natural behaviours

Breed: Slower growing breed

Stocking Density: 30 kg/m² or less



Taste the Difference Woodland Free Range

Environment: Reared indoors, and given access to woodland ranges when they have developed enough feathers to regulate their body temperature (at least 50% of their lives)

Enrichment: Bales, perches, platforms, and outdoor access where the range is planted with trees and hedgerows to encourage exploration and natural behaviours

Breed: Slower growing breed

Stocking Density: 30 kg/m² or less



So Organic Free Range

Environment: Reared indoors, and given access to outdoor ranges when they have developed enough feathers to regulate their body temperature (at least 75% of their lives)

Enrichment: Bales, perches, platforms, and outdoor access where the range is planted with trees and hedgerows to encourage exploration and natural behaviours

Breed: Slower growing breed

Stocking Density: 30 kg/m² or less

Happier and healthier chickens



In 2023, in partnership with Pilgrims Europe and our trusted farmers, we began work to reduce maximum average bird stocking density from 38kg/m² to 30kg/m², giving our birds 20 per cent more space than the industry standard.

Since its inception, providing birds with 20 per cent more space has led to improved health and welfare measures for around 100 million chickens, with other retailers following our lead. Our foot pad scores, hock scores and cleanliness scores have all improved, and there has been an average **29 per cent reduction in the incidence of common ailments** in the chickens.

Because the chickens moving through our entire supply chain are healthier, **food waste has reduced by 35 per cent**, and supply chain efficiencies have led to a saving of over **4,000 tonnes of carbon** since 2023.

We are very proud of the tangible improvements that have been achieved for the entire food system, especially animal health and welfare. In line with our health and welfare outcome approach, we collect data on a monthly basis which is reviewed, analysed and benchmarked. We have open lines of communication with Pilgrims Europe, discussing this data in an agile and live

way, so if any issues are spotted, they are rectified as quickly as possible. Established in 2024, we now run an annual chicken farmer awards for those farmers in the Sainsbury's Chicken Farmer Group; an awards evening to celebrate success, knowledge share and learn something new. Farmers also receive an in depth, anonymised, benchmarking report of all the metrics we collect, to inform areas of strength, areas for improvement and see group average levels.

Twenty per cent more space, fifty per cent more play



We have introduced additional enrichment into our chicken sheds, providing the birds with fifty per cent more enrichment than the industry standard*. The birds use these big, straw bales to forage and perform important behaviours such as food running and dust bathing. The birds also enjoy using them to sit on, up off the floor, mimicking natural tree

dwelling behaviour. The extra bales give the birds greater opportunity, alongside their 20 per cent more space, to exhibit natural behaviours, allowing them to live happily and healthily.

*1.5 bales/1000 birds, industry standard = 1 bale/1000 birds

Highlights

95.5%
of our chickens travel < 4 hours

100%
of our chickens provided with environmental enrichment

100%
of our chickens pre-slaughter stunned (0.00% ineffective stun)

100%
of our chickens free from beak tipping

100%
of our chickens free from close confinement

100%
of our chickens thinned once

Turkey



Fresh and frozen turkey

All our fresh turkey, and all our whole frozen turkey is 100% British and certified by an independent third party from hatch to slaughter. We have a long history of providing a range of turkey products to meet the different needs and preferences of our customers. For example, we first introduced RSPCA Assured turkey in 2010, and all our Taste the Difference range is RSPCA Assured. We are one of the largest retailers of higher welfare turkey and we continue to focus on providing customers with a range of products they want to buy.

Providing the right environment

100% of birds are free from close confinement, cages or multi-tier systems.

100% of birds are provided with environmental enrichment.

100% of birds are free from the practice of desnooding.

Ingredient turkey

All our ingredient turkey is certified by an independent third party from hatch to slaughter. All our British ingredient turkey is Red Tractor assured and therefore farmed to the same standards we expect of our fresh and frozen products. Where we source turkey from outside the UK it is certified to an in-country equivalent scheme.

Innovation priorities

Continuous improvement of our health and welfare outcome KPIs

Responsible antibiotic use. For a comprehensive look at our overarching approach please see our latest [Antibiotic Stewardship Report](#).

Ensuring humane slaughter

Transport

Our supplying farms are situated throughout the UK and we are working with our suppliers to limit the time birds spend in transit to under 8 hours. Our suppliers closely monitor bird health and welfare and we do not see any impact on this where birds are transported for over 8 hours compared to under 8 hours. Given the number of birds we source each year a very small proportion die during

transport from farm to abattoir, but the number is well below industry norms and we monitor this closely through our dead on arrival (DOA) KPI. As a legal requirement and in common with the rest of our livestock supply chains, a vet inspects animals on arrival to ensure fitness from both animal welfare and food safety perspectives.

Slaughter

Our turkeys are slaughtered using inert gas and/or multi-phase controlled atmospheric stunning (CAS), which is regarded as the most humane method of slaughter for turkeys. One of the main benefits is birds do not need to be handled or undergo live inversion, both of which can be stressful to the birds. It is also a stun to kill method of stunning which minimises the occurrence of ineffective stunning, and eliminates the potential for operator error and fatigue associated with other stunning methods. None of our turkeys are slaughtered using electric water bath stunning and/or live inversion.

Monitoring animal health

We monitor an extensive suite of KPIs on a monthly basis from all our fresh and whole frozen turkey suppliers which our animal welfare team monitor closely. We have an industry leading turkey health and welfare database which allows us to track performance and identify best practice which we share across our supply base. We are committed to driving improvements through clear action plans, collaboration and innovation with our suppliers.



Our range of turkey products - there are some key differences within our range of fresh turkey products which are outlined below



by Sainsbury's

Our *by Sainsbury's* turkeys are reared to the Red Tractor Assurance Standard, where turkeys are free to roam in the barns where they are reared.



Taste the Difference

Our Taste the Difference turkeys are free range Bronze and Norfolk Black Turkeys which are reared to RSPCA Assured standards. They are able to roam outside in ranges during the day, once their feathers have developed and they can regulate their body temperature.



So Organic Free Range

Our So Organic free range turkeys are reared to Soil Association (or equivalent) standards, where they have outdoor access similar to our RSPCA birds but are also fed a diet which meets organic regulations.

Duck



Fresh and frozen duck

Our fresh and frozen duck is 100% British and certified to the Red Tractor assurance scheme from parent flocks to hatch to slaughter. Our duck farming approach is based on a 'brood and move' system, with birds arriving on the farm as day-old ducklings direct from the hatchery. After a carefully controlled brooding stage of about three weeks, they are moved to spacious, naturally-lit housing. The ducks have plenty of space in which to express their natural behaviours, and a constant source of fresh water for preening. Our farmers enrich the ducks' environment with amenities such as straw bales.

Ingredient duck

All our ingredient duck is certified by an independent third party from hatch to slaughter. All our British ingredient duck is Red Tractor assured and therefore farmed to the same standards we expect of our fresh and frozen products. Where we source duck from outside the UK it is certified to an in-country equivalent scheme.

Innovation priorities

- Continuous improvement of our health and welfare outcome KPIs.
- Responsible antibiotic use. For a comprehensive look at our overarching approach please see our latest [Antibiotic Stewardship Report](#).

Providing the right environment

100% of birds are free from close confinement, cages or multi-tier systems.

100% of birds are provided with environmental enrichment.

100% of birds are free from routine beak trimming.

Ensuring humane slaughter

Transport

Our supplying farms are situated close to our abattoirs which minimises the time birds spend in transit and any potential impact on health and welfare. Given the number of birds we source each year a very small proportion

die during transport from farm to abattoir, but the number is well below industry norms and we monitor this closely through our dead on arrival (DOA) KPI. As a legal requirement and in common with the rest of our livestock supply chains, a vet inspects animals on arrival to ensure fitness from both animal welfare and food safety perspectives.

Slaughter

Our ducks are slaughtered using pre-stun methods regarded as the most humane method of slaughter for ducks. Our suppliers continually review CCTV footage and staff training to minimise the occurrence of ineffective stunning, and work closely with our animal welfare team to ensure animal welfare is not

compromised at slaughter. We closely monitor specific outcome KPIs at slaughter which we review on a monthly basis, including seeking external expert advice for any incidents that may have affected welfare at slaughter.



Goose



Fresh and frozen goose

Our fresh and frozen goose is 100% British reared and free range. Our farming approach is based on 'brood and move'. Birds arrive on our farms as day-old goslings direct from the hatchery. They are then divided into the male and female groups in which they are reared. After a carefully controlled brooding stage of about three weeks, they are moved to paddocks where they are free to roam. The geese have plenty of space to express their natural behaviours. Our farmers enrich the birds' environment, for example, with grassy ranges and straw bales. From about four months old, the geese also have access to maize crop strips. Every farm has a veterinary health plan. Prescription-only medicines are only given in response to clinical challenges, never as a matter of course.

Innovation priorities

- Continuous improvement of our health and welfare outcome KPIs.
- Responsible antibiotic use. For a comprehensive look at our overarching approach please see our latest [Antibiotic Stewardship Report](#).

Providing the right environment

100% of birds are free from close confinement, cages or multi-tier systems.

100% of birds are free range with access to outdoor ranges.

100% of birds are free from routine beak trimming.

Ensuring humane slaughter

Transport

Our supplying farms are situated close to our abattoirs which minimises the time birds spend in transit and any potential impact on health and welfare. Journey times are limited to under 8 hours. Everyone who handles the geese are trained in poultry welfare, and as a legal requirement and in common with the rest of our livestock supply chains, a vet inspects animals on arrival to ensure fitness from both animal welfare and food safety perspectives.

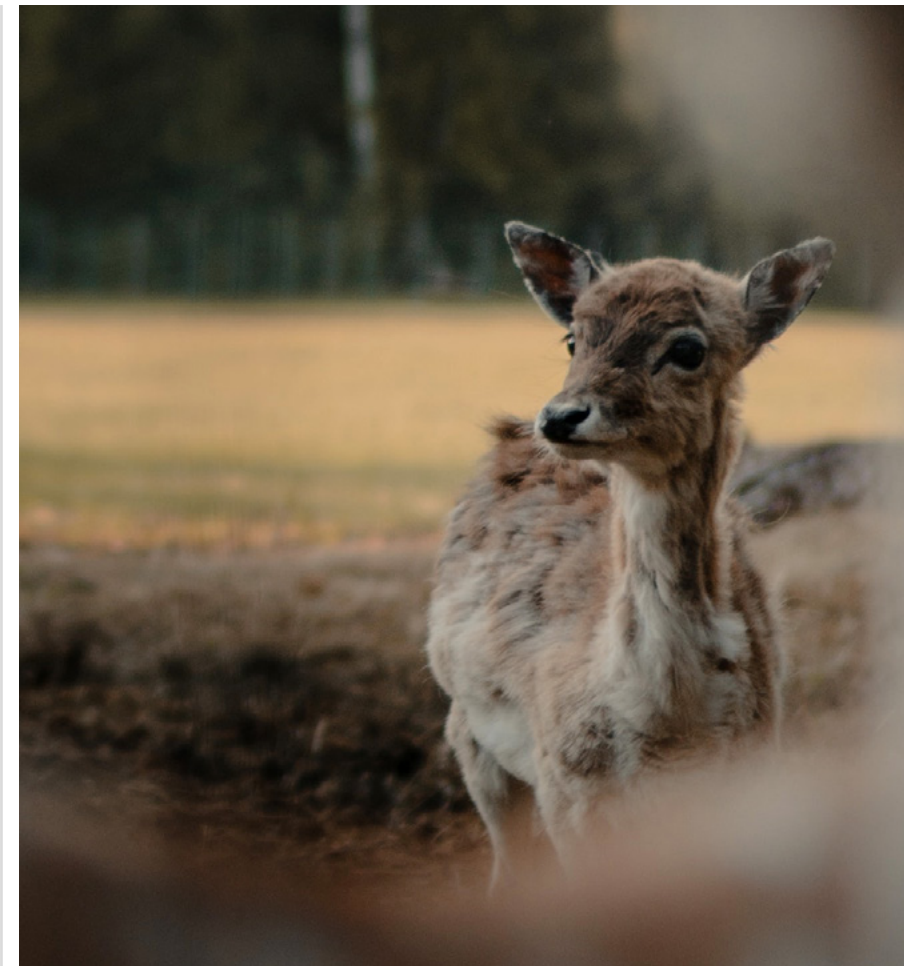
Slaughter

Our geese are slaughtered using pre-stun methods regarded as the most humane method of slaughter for geese. Our suppliers continually review CCTV footage and staff training to minimise the occurrence of ineffective stunning.

Metric	2021
Ensuring humane slaughter	
% travelled under 4 hours	0.00
% travelled 4-8 hours	100
% travelled over 8 hours	0.00
% DOA	0.01
% ineffective stun	0.01
Bleed rail recovery (birds)	0.00

No own brand

fresh goose products were sold in 2022, 2023 or 2024



Venison

Our venison is 100% British and sourced from parkland and the wild. Our wild deer roam free in Scottish estates that participate in the Scottish Quality Wild Venison Scheme. Our deer from traditional parks roam outside freely. Management to a point of processing is by trained and licensed professionals in the field. Our deer are fed a natural forage-based diet, most of which comes from grazed grass or clover-enriched pastures.

Innovation priorities

- Continuous improvement of our health and welfare outcome KPIs.

Providing the right environment

100% of deer are free from close confinement, cages or multi-tier systems.

100% of our deer are free from the practise of velvetting.

Ensuring humane slaughter

100% of our deer are park or wild sourced, and therefore do not travel.



Seafood

Fish and prawns

All our farmed fish are sourced from farms that are certified to one of the following globally recognised, independently-audited, best aquaculture practice standards: GLOBAL G.A.P., Global Aquaculture Alliance BAP or Aquaculture Stewardship Council (ASC). These certifications assess environmental impacts such as; effects on biodiversity around farms, biosecurity, predator interactions, animal welfare and husbandry, veterinary health planning and delivery, water quality, feeding and feedstuffs, transport and slaughter. We first introduced RSPCA

Assured salmon in 2008, and RSPCA Assured trout in 2014 - all our farmed salmon and trout are now 100% RSPCA Assured. These include robust standards for stocking density, equipment design, health and welfare throughout hatchery, grow out, transport, pre-slaughter (fasting) and slaughter. We are active supporters of the International Fishmeal and Fish Oil Organisation (IFFO) global standard for responsible supply and its certification programme for fishmeal and oil (IFFORS). This assures that marine ingredients used in aquaculture feeds are responsibly sourced and produced. We hold a position

on the standard organisation's steering board. We have also been actively involved in developing the ASC feedstuffs standard as part of its multi-stakeholder steering board. Our policy prohibits the use of mutilation (such as fin clipping) for identification or any other purposes, genetically modified stock in aquaculture, hormones in supplied fish, and the prophylactic use of antibiotics (including for growth promotion). Our maximum stocking densities for salmon, trout, bass and bream are 15kg/m³; for pangasius, they are 38kg/m².

Innovation priorities

- Continuous improvement of our health and welfare outcome KPIs.
- Vaccine development to enable reductions in antibiotic use. For a comprehensive look at our overarching approach please see our latest [Antibiotic Stewardship Report](#).
- Sea lice control strategies.

Providing the right environment

- 100%** of our trout, bass, bream and pangasius are transported within 8 hours.
- 100%** of trout, bass, bream and pangasius are free from routine fin clipping.
- 100%** of prawns are free from eye stalk ablation, having successfully phased this out in 2024.

Seafood sourcing

Our policy and supplier requirements for the welfare of all fish and shellfish (including decapod crustaceans) are covered in our internal Responsible Sourcing Manual (RSM) which we require all our suppliers to comply with. We also expect our suppliers to be compliant with recognised farm assurance schemes such as Aquaculture Stewardship Council (ASC), Best Aquaculture Practices (BAP), Global GAP and/or RSPCA. In addition to ensuring that 100% of our supply base is responsibly sourced, we are committed to the following required welfare practices for suppliers of our fish and shellfish (including decapod crustacean) species to uphold:



1. All animals to be free from routine mutilations, for example fin clipping, or eyestalk ablation for identification or any other purposes.
2. No use of genetically modified stock in aquaculture.
3. No use of hormones in supplied fish.
4. No prophylactic use of antibiotics (including growth promotion).
5. Appropriate capture method to reduce bycatch (i.e. static gear such as pots for crab and lobster).
6. To reduce the negative effects of capture method on fish and shellfish (including decapod crustacean) welfare by adapting equipment, fishing and handling practices during and following capture in line with industry best practice*.
7. Appropriate species-specific holding conditions (during post-capture, processing and at retail) *.
8. Avoidance of long-duration live transportation.
9. All farmed fish and shellfish to be humanely stunned and slaughtered.
10. We do not and will not sell live crustaceans or any other live seafood.
11. Preference is given to wild capture vessels using humane stunning systems for wild caught species.

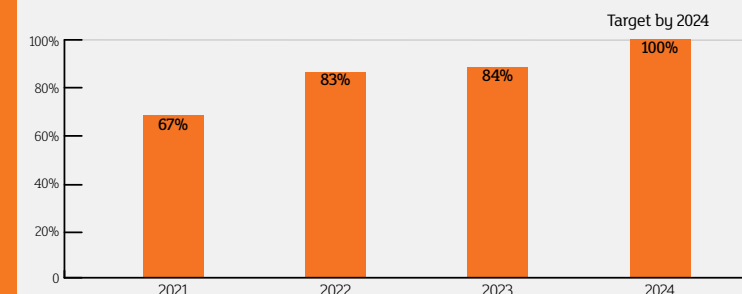
* i.e. SAGB/Seafish Codes of Practice for the Welfare of Crabs, Lobsters, Crawfish and Nephrops

Continuous improvement, innovation and milestones

To further improve the welfare of all fish and shellfish (including decapod crustaceans), farmed or wild, we have robust welfare standards in place, and are working with various industry experts, scientists and innovation companies to find solutions to industry challenges. For example::

- We are 100% ablation free for our chilled and frozen prawn supply chains.
- We are funding a comprehensive shrimp welfare project with our partner supplier looking holistically at behavioural.
- welfare indicators from egg to harvest for our fresh and frozen shrimp to continuously improve the welfare of our farmed prawns.
- In collaboration with shrimp welfare project and our partner supplier, we are trialling electrical stunning with all our fresh and frozen shrimp farmers and collaborating with Stirling University to verify this method at which point we will roll out fully to all our source shrimp farms, estimated end of 2026.
- We are funding, and actively engaged as a key stakeholder, in a project to design, develop and roll out electrical stunning on board our scampi vessels.
- 100% of our brown crab and lobster is electrically stunned prior to harvest.

Prawns that are free from eye stalk ablation



Salmon

Ensuring humane slaughter

Transport

Our salmon are transported from farm to abattoir in well boats where suppliers ensure any potential impact on health and welfare is minimised. Given the number of fish we source each year a very small proportion die during transport, but the number is well below industry norms and we monitor this closely through our dead on arrival (DOA) KPI.

Slaughter

100% of farmed salmon in our own brand global supply chain are stunned killed using percussive stunning immediately prior to slaughter. Our suppliers continually monitor occurrence of ineffective stunning, and we closely monitor this specific outcome KPI.

Monitoring animal health

We monitor an extensive suite of KPIs on a monthly basis from our salmon suppliers which our animal welfare team monitor closely. We have an industry leading salmon health and welfare database which allows us to track performance and identify best practice which we share across our supply base. We are committed to driving improvements through clear action plans, collaboration and innovation with our suppliers.

Non-medicinal control strategy for parasites in salmon farming

Pest control is very important in salmon farming as there are a number of organisms that prey on salmon, including minute crustaceans that cling onto the salmon, known as 'sea lice', that can affect welfare and damage fish stocks. Other organisms, like parasites, can cause diseases such as Amoebic Gill Disease (AGD). Targeted focus and investment has led to significant improvements in both of these health issues in 2024, contributing substantially to the year's positive outcomes.

- Sea lice levels reached their lowest in more than a decade, and mortality linked to AGD and other gill infections was reduced by 56% in 2024 compared to 2023. The first half of 2025 saw a further 50% reduction compared to 2024.
- Additionally, specific group parasite treatment methods, namely medicine bath treatments, were cut by >60% in 2024.

This success was driven by major investments in non-medicinal solutions. Mowi Scotland acquired three state of the art well boats between 2022 and 2024, all equipped with; reverse osmosis systems to produce fresh water for AGD treatment, salmon mechanical delousing systems known as FLS to gently remove sea lice after freshwater baths, and



ozonation systems to maintain pathogen-free vessels. Importantly, in house AGD diagnostic plays a critical role in monitoring parasite pressure and ensuring early identification and intervention.

Cleaner fish (or wrasse) are also an essential part of the pest management strategy and the only example of biological pest control in livestock farming. Cleaner fish play a crucial role in controlling sea lice, further supporting the health and welfare of our salmon. Mowi Scotland is the only salmon operator in Scotland to have its own cleaner fish hatchery in Wales to produce farmed wrasse for sea lice control in sea pens, which means we can also ensure the high welfare of the cleaner fish, and actively work on improvements for these fish too. In recent years, Mowi has continued to refine protocols and invest significantly to optimise delousing on farms and this will continue in 2025 and beyond.

Mitigations against harmful plankton blooms in Scottish waters



In recent years, Scottish waters have experienced an increase in harmful plankton species due to rising sea temperatures, these include phytoplankton species as well as jellyfish. Upon contact with salmon, they release stinging cells and a variety of species-specific toxins that cause skin and gill damage, and potentially secondary infections, leading to increased mortality. While these species are not new to the West Coast of Scotland, the prevalence of blooms has increased, and fisheries staff monitor prevalence and species daily on all sea water farms.

Mowi Scotland has been leading the way in Europe on plankton monitoring across their salmon operations with in-house training of all farm staff to identify and assess a wide range of species. A range of technologies are being investigated to make this process more efficient, these new technologies

include using holographic cameras and image analysis with AI to develop automated assessments.

In 2024, a new technology was tested for the first time in Scotland which consisted of creating a physical barrier against plankton using bubble curtains surrounding the whole site. Already used successfully at Mowi sites in other countries, including Canada and Chile, against phytoplankton blooms, bubble curtains have now demonstrated their effectiveness against micro jellyfish in Scotland. Other measures, such as deep-upwelling aeration, are also being explored however this requires a deep enough water column which is not always applicable in Scotland's relatively shallow waters.

Highlights

19.5%

of our salmon travel < 8 hours

40.91%

of our salmon stocked <10kg/m3

100%

of our salmon humanely slaughtered

*pre-slaughter stunned using effective percussion or electrocution followed up by a kill method before recovery of consciousness

100%

of our salmon free from fin clipping

98.36%

of our salmon free from fasting >72 hours

99.13%

of our salmon effectively stunned



We adapt our animal health and welfare approach to meet each species’ particular needs. The tailored approach we take for each of our species is summarised in the following pages.

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Data tables

Our global pork supply chain	UK pigs (fresh, frozen and ingredient)	EU pigs (fresh, frozen and ingredient)	Combined pigs (total own brand) (fresh, frozen and ingredient)
Free from permanent sow stall confinement	100%	100%	100%
Free from sow stall confinement up to 28 days	100%	>39.07%	>80.96%
Free from farrowing crates	>34.97%	Gathering further data	>24.75%
Free from tail docking	>34.97%	Gathering further data	>24.75%
Free from castration	100%	Gathering further data	>68.75%
Free from teeth reduction	>34.97%	Gathering further data	>24.75%



Our global chicken supply chain	Fresh, Frozen	Ingredient	Total own brand
Slower growing	>4.63%	>3.39%	>4.53%
<30kg/m2	100%	>24.55%	>63.95%
Natural light	100%	>24.55%	>63.95%
Enrichment	100%	100%	100%
CAS slaughter	100%	>24.55%	>63.95%
Farm assured	100%	100%	100%



Dairy KPI table

	Results										
Metric	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Farm performance											
AAFC for homegrown animals (days)	819.29	800.98	789.39	776.00	795.34	-	-	-	-	-	-
Calving interval (days)	401.41	400.00	396.63	377.00	377.94	-	-	-	-	-	-
% 1-28 day mortality	5.84	2.34	2.05	2.05	1.97	-	-	-	-	-	-
% 29-182 calf mortality	3.20	3.38	3.28	3.78	3.22	-	-	-	-	-	-
Ensuring humane slaughter											
% lameness score 2&3	6.69	6.23	6.37	5.76	6.33	-	-	-	-	-	-
% lameness score 3	0.58	0.34	0.43	0.34	0.39	-	-	-	-	-	-
Clinical mastitis cases/100 cows/year (12 month rolling average)	24.33	22.80	20.01	18.65	18.61	-	-	-	-	-	-
% milk fever	2.34	2.35	2.03	2.11	2.06	-	-	-	-	-	-
% displaced abomasa	0.82	0.77	0.54	0.51	0.41	-	-	-	-	-	-
% RFM	2.96	2.60	2.36	2.29	2.18	-	-	-	-	-	-
% cows SCC >200k	17.96	17.19	16.31	15.00	15.01	-	-	-	-	-	-
Bulk milk SCC	155.26	154.95	149.15	149.24	144.42	-	-	-	-	-	-
% cows scored thin	0.22	0.21	0.20	0.03	0.20	-	-	-	-	-	-
% cows meeting JS hock lesion target (<3%)	99.34	99.50	98.90	97.65	93.68	-	-	-	-	-	-
% cows meeting JS injuries target (<1%)	94.74	98.51	98.90	96.47	94.25	-	-	-	-	-	-
% cows meeting JS comfort score (>70%)	98.50	99.26	93.40	94.00	90.23	-	-	-	-	-	-

Beef KPI table

	Results										
Metric	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Ensuring humane slaughter											
% travelled under 4 hours	-	86.16	87.51	87.51	88.80	-	-	-	-	-	-
% travelled 4-8 hours	-	13.84	12.49	12.49	11.20	-	-	-	-	-	-
% travelled over 8 hours	-	0.00	0.00	0.00	0.00	-	-	-	-	-	-
% DOA	<0.01	<0.01	0.00	0.00	0.00	-	-	-	-	-	-
% emergency slaughter	0.01	0.03	0.03	0.11	0.03	-	-	-	-	-	-
% fall at unloading	<0.01	0.01	0.00	0.01	0.01	-	-	-	-	-	-
% goad use	3.30	4.19	3.83	3.90	3.28	-	-	-	-	-	-
% fall in stun box	0.01	0.00	0.01	0.02	0.01	-	-	-	-	-	-
% vocalise in stun box	0.12	0.10	0.04	0.11	0.12	-	-	-	-	-	-
% ineffective stun (requiring a precautionary re-stun)	0.15	0.14	0.14	0.12	0.11	-	-	-	-	-	-
Bleed rail recovery (animals)	0	0	0	0	0	-	-	-	-	-	-
Monitoring animal health											
% lameness (abattoir)	0.32	0.34	0.38	0.32	0.44	-	-	-	-	-	-
% liver fluke (abattoir)	8.90	7.68	5.06	4.30	4.73	-	-	-	-	-	-
% pneumonia (abattoir)	2.16	1.97	1.80	1.59	1.63	-	-	-	-	-	-

Lamb KPI table

	Results										
Metric	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Farm performance											
Lambing %	158.00	150.00	139.62	137.50	139.24	-	-	-	-	-	-
Lambs weaned/ewe	1.21	1.30	1.26	1.25	1.24	-	-	-	-	-	-
% ewe lameness (median)	3.33	4.98	4.91	5.00	5.49	-	-	-	-	-	-
% ewe mastitis (median)	1.20	1.25	1.00	1.15	1.25	-	-	-	-	-	-
% ewe mortality (median)	2.50	2.00	1.40	2.59	2.84	-	-	-	-	-	-
% lamb mortality (median)	3.86	3.49	3.13	3.45	3.67	-	-	-	-	-	-
Proactive disease prevention											
% farms vaccinating against disease	-	88.89	89.83	91.18	91.33	-	-	-	-	-	-
% farms vaccinating against lameness	-	45.21	30.51	36.64	35.90	-	-	-	-	-	-
% farms vaccinating against abortion	-	-	45.28	53.72	59.13	-	-	-	-	-	-
Ensuring humane slaughter											
% travelled under 4 hours	-	-	54.22	54.95	60.60	-	-	-	-	-	-
% travelled 4-8 hours	-	-	44.03	45.05	39.40	-	-	-	-	-	-
% travelled over 8 hours	<0.01	0.08	1.75	0.00	0.00	-	-	-	-	-	-
% DOA	0.02	<0.01	0.01	0.01	0.01	-	-	-	-	-	-
% emergency slaughter	-	-	0.05	0.01	0.00	-	-	-	-	-	-
% ineffective stun (requiring a precautionary re-stun)	-	0.03	0.03	0.02	0.00	-	-	-	-	-	-
Bleed rail recovery (animals)	-	0	0	0	0	-	-	-	-	-	-
Monitoring animal health											
% lameness (abattoir)	0.45	0.46	0.78	0.73	0.87	-	-	-	-	-	-
% liver fluke (abattoir)	1.61	1.19	0.76	0.50	0.52	-	-	-	-	-	-
% pneumonia (abattoir)	4.46	4.99	4.56	3.28	3.03	-	-	-	-	-	-

Pork KPI table

	Results										
Metric	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Ensuring humane slaughter											
% travelled under 4 hours	-	-	65.34	72.59	86.37	-	-	-	-	-	-
% travelled 4-8 hours	-	-	34.25	27.39	13.88	-	-	-	-	-	-
% travelled over 8 hours	-	-	0.41	0.02	0.02	-	-	-	-	-	-
% DOA	0.03	0.01	0.01	0.01	0.01	-	-	-	-	-	-
% ineffective stun	0.00	0.00	0.03	0.00	0.00	-	-	-	-	-	-
% CAS stunned	100	100	100	100	100	-	-	-	-	-	-
Monitoring animal health											
% tail bitten (abattoir)	0.73	0.72	1.07	0.92	0.73	-	-	-	-	-	-
% lameness i.e. emergency slaughter (abattoir)	0.03	0.06	0.07	0.15	0.10	-	-	-	-	-	-
% pleurisy (abattoir)	12.29	10.85	10.32	7.22	4.80	-	-	-	-	-	-
% hernias & abscesses (abattoir)	5.05	4.27	2.26	1.95	2.17	-	-	-	-	-	-
% milk spot (abattoir)	2.82	1.87	1.68	1.70	1.91	-	-	-	-	-	-
% pericarditis (abattoir)	3.49	2.72	2.95	2.30	2.04	-	-	-	-	-	-
% fight marks (abattoir)	0.27	0.21	0.29	0.23	0.30	-	-	-	-	-	-
% pneumonia (abattoir)	1.60	2.08	1.45	0.98	0.81	-	-	-	-	-	-

Egg KPI tables

	Results										
Metric	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Ensuring humane slaughter											
% travelled under 4 hours	-	78.94	67.78	87.60	91.54	-	-	-	-	-	-
% travelled 4-8 hours	-	19.95	31.98	12.40	8.46	-	-	-	-	-	-
% travelled over 8 hours	-	1.12	0.24	0.00	0.00	-	-	-	-	-	-
% DOA	-	0.21	0.23	0.28	0.27	-	-	-	-	-	-
% ineffective stun	-	0.00	0.00	0.00	0.00	-	-	-	-	-	-
% CAS stunned	100	100	100	100	100	-	-	-	-	-	-
% RSPCA Assured abattoir	100	100	100	100	100	-	-	-	-	-	-
Monitoring animal health											
% 70 week mortality	-	7.15	6.44	6.25	4.79	-	-	-	-	-	-
% 70 week feather cover score 0	-	56.31	65.80	71.43	70.53	-	-	-	-	-	-
% total rejects	0.66	0.99	0.97	1.26	1.35	-	-	-	-	-	-

Chicken KPI tables

	Results										
Metric	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Providing the right environment											
Stocking density kg/m2	33.88	34.31	33.79	30.04	29.00	-	-	-	-	-	-
Ensuring humane slaughter											
% travelled under 4 hours	-	71.00	73.54	92.14	95.46	-	-	-	-	-	-
% travelled 4-8 hours	-	28.00	26.01	7.69	4.50	-	-	-	-	-	-
% travelled over 8 hours	-	1.00	0.45	0.18	0.04	-	-	-	-	-	-
% DOA	-	0.07	0.06	0.05	0.05	-	-	-	-	-	-
% ineffective stun	-	0.00	0.00	0.00	0.00	-	-	-	-	-	-
% CAS stunned	100	100	100	100	100	-	-	-	-	-	-
Monitoring animal health											
% total mortality	5.08	5.22	5.04	4.68	3.87	-	-	-	-	-	-
% pododermatitis	20.39	18.00	13.52	23.43	27.46	-	-	-	-	-	-
% hock marking	16.96	16.36	20.02	14.51	21.34	-	-	-	-	-	-
% total rejects	1.25	1.52	1.68	1.07	0.88	-	-	-	-	-	-
% leg culls	0.92	1.06	0.97	0.95	0.77	-	-	-	-	-	-

Turkey KPI tables

	Results										
Metric	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Providing the right environment											
Stocking density kg/m2	37.53	34.43	39.86	44.82	40.98	-	-	-	-	-	-
Ensuring humane slaughter											
% travelled under 4 hours	-	11.00	13.00	16.33	41.86	-	-	-	-	-	-
% travelled 4-8 hours	-	78.00	84.22	80.27	58.14	-	-	-	-	-	-
% travelled over 8 hours	11.15	11.00	2.78	3.40	0.00	-	-	-	-	-	-
% DOA	0.04	0.02	0.03	0.04	0.02	-	-	-	-	-	-
% ineffective stun	0.00	0.00	>0.01	0.00	0.00	-	-	-	-	-	-
% CAS stunned	100	100	100	100	100	-	-	-	-	-	-
Monitoring animal health											
% total mortality	5.12	5.01	6.69	6.10	6.95	-	-	-	-	-	-
% pododermatitis	99.64	88.81	91.31	99.24	99.52	-	-	-	-	-	-
% breast blisters	4.66	3.40	4.91	6.49	4.49	-	-	-	-	-	-
% total rejects	0.40	0.40	0.55	0.64	0.54	-	-	-	-	-	-
% leg culls	0.62	0.49	0.84	0.40	0.47	-	-	-	-	-	-

Duck KPI tables

	Results										
Metric	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Providing the right environment											
Stocking density kg/m2	16.28	17.25	17.69	17.89	17.62	-	-	-	-	-	-
Ensuring humane slaughter											
% travelled under 4 hours	80.40	69.26	63.96	45.19	26.69	-	-	-	-	-	-
% travelled 4-8 hours	18.84	30.29	36.04	51.97	69.62	-	-	-	-	-	-
% travelled over 8 hours	0.76	0.45	0.00	2.74	4.04	-	-	-	-	-	-
% DOA	0.07	0.11	0.10	0.10	0.11	-	-	-	-	-	-
% ineffective stun	0.01	0.00	0.00	0.00	0.00	-	-	-	-	-	-
Bleed rail recovery (animals)	0	0	0	0	0	-	-	-	-	-	-
Monitoring animal health											
% total mortality	4.03	4.47	4.54	4.37	4.45	-	-	-	-	-	-
% pododermatitis	55.46	58.65	62.50	53.13	27.93	-	-	-	-	-	-
% hock marking	4.80	3.62	10.72	3.40	1.53	-	-	-	-	-	-
% total rejects	1.17	1.02	1.05	0.98	0.82	-	-	-	-	-	-
% leg culls	0.43	0.50	0.56	0.61	0.61	-	-	-	-	-	-

Salmon KPI tables

	Results										
Metric	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Providing the right environment											
Site average stocking density kg/m2	6.90	11.33	8.70	10.03	10.18	-	-	-	-	-	-
Adult female sea lice	-	0.84	0.99	0.47	0.20	-	-	-	-	-	-
Ensuring humane slaughter											
% travelled under 4 hours	-	41.41	31.18	2.00	0.00	-	-	-	-	-	-
% travelled 4-8 hours	-	38.29	33.76	17.00	19.95	-	-	-	-	-	-
% travelled over 8 hours	-	20.30	35.06	81.00	80.05	-	-	-	-	-	-
% DOA	-	0.29	0.41	0.43	0.12	-	-	-	-	-	-
% ineffective stun (i.e. re-stuns)	-	0.19	0.16	0.15	0.87	-	-	-	-	-	-
Monitoring animal health											
% total mortality	1.25*	4.42	21.42	20.43	28.53	-	-	-	-	-	-
% eye damage (all KPIs combined)	-	1.60	0.89	0.23	0.71	-	-	-	-	-	-
% injuries (all KPIs combined)	-	19.04	14.45	17.53	12.05	-	-	-	-	-	-
% deformities (all KPIs combined)	-	0.93	0.72	0.37	0.51	-	-	-	-	-	-
% gill damage (all KPIs combined)	-	33.97	37.62	31.88	44.64	-	-	-	-	-	-

*total mortality methodology changed for 2022 onwards

J Sainsbury plc