M&S FOOD

M&S ANIMAL WELFARE

PERFORMANCE SUMMARY 2025

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ANIMAL WELFARE PERFORMANCE 2025

We're committed to reporting on our animal welfare performance and outcome measures for fresh meat, farmed fin fish, poultry, fresh milk and laying hens. Please note that within this report we are reporting based on actual numbers or volume of animals supplied to M&S or where unavailable we report based on eligible animals. Eligible animals relates to any animals grown on an M&S Select Farm that could have been used to supply M&S.

Progress Against Our Animal Welfare Commitments

- We are committed to being leaders in farm animal welfare. We have more RSPCA Assured products than any other retailer. Alongside being the only UK retailer to offer RSPCA Assured milk we carry the RSPCA Assured logo on our shell eggs, pork, Caledonian Gold Scottish salmon and trout and Oakham Gold chicken.
- 100% of our shell and ingredient egg is free range. At M&S we only source free range eggs for both our fresh shell egg and ingredient supply. We have been 100% free range on shell egg since 1997 and for ingredient supply since 2002. We were the first UK retailer to achieve this.
- We have signed the Better Chicken Commitment. 100% of our Oakham Gold chicken is RSPCA Assured from slower growing breeds produced at 30kg/m^2 meeting the Better Chicken requirements, along with our free range and organic chicken.
- Since June 2025, 100% of our ingredient chicken has also been produced with a maximum stocking density of 30kg/m2.
- Across 100% of our pork (fresh, frozen, ingredient and continental) the use of sow stalls is prohibited. Short duration confinement is allowed for management purposes such as feeding and conducting artificial insemination but must be restricted to four hours or less.
- 100% of our fresh, frozen and ingredient pork is outdoor bred, free range or organic systems with no confinement farrowing.
- 100% of our continental pork is produced in free farrowing systems.
- 100% of our dairy supply is free from tethering.
- 100% of our dairy supply is free from tail docking.
- We do not sell foie gras or meat from birds reared for foie gras.
- All our farmed fin fish is electrically and/or percussively stunned prior to slaughter.

Global supply chain measures (fresh & ingredient including frozen)[1]	2024
Pork	
Percentage (%) of pigs in M&S global supply chain (fresh, frozen, ingredient and continental including frozen) free from tail docking	55.72
Percentage (%) of sows in M&S global supply chain (fresh, frozen, ingredient and continental including frozen) that are free from farrowing crates	100
Percentage (%) of sows in M&S global supply chain (fresh, frozen, ingredient and continental) that are free from sow stalls (maximum 4 hours confinement for management purposes)	100
Laying Hens	
Percentage (%) of laying hens in M&S global supply chain (fresh, frozen and ingredient) that are cage free	100
Percentage (%) of laying hens in M&S global supply chain (fresh, frozen and ingredient) free from beak trimming and tipping	55.23
Percentage (%) of laying hens in M&S global supply chain (fresh, frozen and ingredient) from which day-old male chicks are not killed	13.04
Chicken	
Percentage (%) of broiler chickens in M&S global supply chain (fresh, frozen, and ingredient) that are from approved breeds with improved welfare outcomes or with a slower growth potential that meet the Better Chicken Commitment requirements[2]	30.91
Percentage (%) of broiler chickens in M&S global supply chain (fresh, frozen and ingredient) reared at lower stocking densities (specifically, 30 kg/m2 or less)	30.84
Percentage (%) of broiler chickens in M&S global supply chain (fresh, frozen and ingredient) subject to controlled atmosphere stunning[3]	99.34
Beef	
Percentage (%) of beef cattle in M&S global supply chain (fresh, frozen and ingredient) free from confinement in CAFOs or feedlots	100
Percentage (%) of beef cattle in M&S global supply chain (fresh, frozen and ingredient) free from disbudding/dehorning	75.00
Percentage (%) of beef cattle in M&S global supply chain (fresh, frozen and ingredient) group housed as calves throughout rearing	100
Salmon	
Percentage (%) of farmed salmon in M&S global supply chain (fresh, frozen and ingredient) reared at 10kg/m^3 or less	1.60
Percentage (%) of farmed salmon in M&S global supply chain (fresh, frozen and ingredient) free from fasting lasting longer than 72 hours	100
Percentage (%) of farmed salmon in M&S global supply chain (fresh, frozen and ingredient) stun-killed using percussion or electrocution or is pre-slaughter stunned using effective percussion or electrocution followed by a kill method before recovery of consciousness	100
Dairy	
Percentage (%) of dairy cows in M&S global supply chain (fresh, frozen and ingredient) free from tethering	100
Percentage (%) of dairy cows in M&S fresh milk supply chain provided with pasture access for more than 120 days a year for more than 6 hours per day.[4]	83.00
General	
Percentage (%) of animals (excluding fin fish) in M&S global supply chain transported within 8 hours[5]	98.82
Percentage (%) of animals (excluding fin fish) in M&S global supply chain (fresh, frozen and ingredient) transported within specified maximum journey times (i.e. 4 hours for poultry, 8 hours for all other animals)	48.56
Percentage (%) of animals (including fin fish) in M&S global supply chain (fresh, frozen and ingredient) pre-stunned prior to slaughter	100

[1] Chicken and dairy data are calculated based on volumes purchased, pork data is calculated based on actual number of animals supplied to M&S, other species data is calculated based on number of eligible animals.
[2] Breeds used are Hubbard JA87 and Redbro.
[3] One of our suppliers had a derogation in place in 2024 to use electric water bath stun whilst they transitioned to a CAS system, which is now in place
[4] Average days grazing for the M&S Fresh Milk pool in 2024 was 140 days.
[5] A small percentage of our spent hens are transported for over 8 hours (maximum 10 hours), due to the availability of processing plants in Scotland and the Netherlands. We are working with our suppliers to reduce transport times.

Antibiotic Use

We are actively addressing the use of antibiotic medicines in all our livestock and aquaculture supply chains. Due to increasing concerns regarding the emergence of antimicrobial resistant bacteria affecting human health, and the links to the use of medicines in livestock, we fully support the need to safeguard our antimicrobial medicines and reduce the threat of antibiotic resistance to global human health. We also recognise the importance of responsible veterinary care and the role that antimicrobial use plays in protecting the health and welfare of the animals in our supply.

Our policy for antibiotic usage in M&S-sourced livestock has been developed in consultation with our sustainability advisors, veterinary staff, and suppliers. The European Medicines Authority (EMA) has classified antibiotics in terms of their importance to human and animal health.

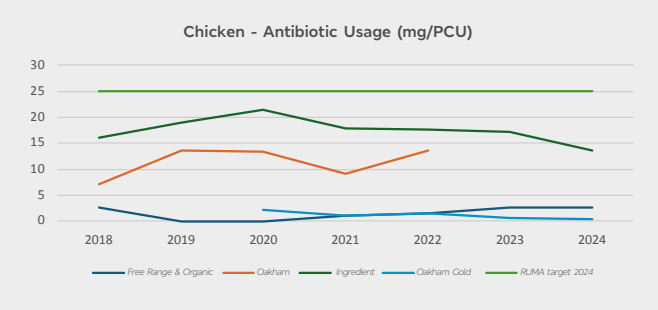
Our definition of critical antibiotics that must be restricted in our livestock and aquaculture supply chains is an antibiotic that is defined as Category B – Restrict by the European Medicines Authority (EMA). These categories include the third and higher generation cephalosporins, quinolones and colistin. In line with the EMA, we believe these medicines should be particularly safeguarded for use in people. We do not permit prophylactic or routine metaphylactic use of antibiotics.

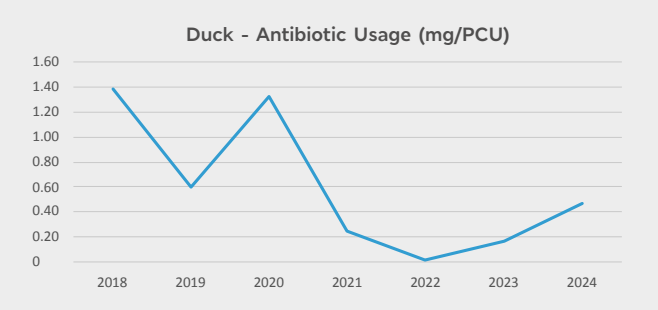
All our farmers must record antibiotic usage, and we are committed to achieving annual reduction targets. The Responsible Use of Medicine in Agriculture Alliance (RUMA) publishes species specific industry targets which we are largely already meeting across our supply chains.

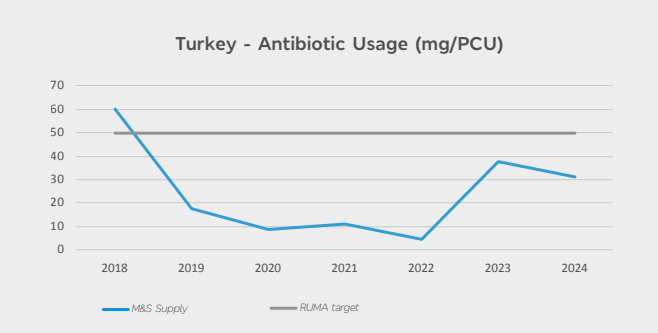
For full details please see our antibiotic policy.

	Antimicrobial usage (mg/PCU) 2024
Chicken	
Free Range & Organic	2.58
Ingredient	13.57
Oakham Gold	0.47
Turkey	31.26
Dairy (fresh milk)[1]	6.48
Duck	0.47
Egg (% days treated)	0.54
Pork (UK)	57.35
Sows (UK)	28.36
Salmon (mg/kg)	11.29

[1] For dairy, antimicrobial usage has decreased (amount and courses). The population corrected unit is 425kg which inflates the usage levels for dairy cattle which are 700kg on average.







Species Specific Enrichment

We require that appropriate, species-specific environmental enrichment is provided to encourage animals to exhibit positive behaviours and improve the quality of their lives. More detail of the enrichment required for each species can be found in our animal welfare policy.

- 100% of our fresh milk pool dairy cows are provided with cow brushes and loafing areas when they are indoors and none of our cows are permanently housed and must graze for a minimum of 120 days per year, 6 hours per day.
- 100% of our chickens and turkeys are provided with natural light, pecking objects, play bales and/or perches or perching platforms.
- 100% of our ducks have access to water troughs to allow for natural preening behaviours.
- 100% of our laying hens have access to an enriched range area which includes trees and artificial shelter to help encourage foraging and ranging.
- 100% of our beef, lamb and venison are grazed, which we know plays an important role in allowing the expression of natural behaviours and physical and mental wellbeing.
- 100% of the sows used for our UK fresh and ingredient pork are outdoor bred, all are non-confinement farrowed and are provided with nesting materials. Our outdoor bred, free range and organic sows are provided with wallows.
- 100% of our finishing pigs are provided with enrichment materials that encourage rooting, pawing and chewing behaviours such as long straw.
- We are currently running projects looking at enrichment with some of our fin fish suppliers.

Pre-slaughter Stunning

100% of all the meat, poultry and farmed fish we sell comes from animals that have been humanely slaughtered and pre-slaughter stunned. This also includes all cull cows and spent hens within our supply chains.

Transport Times

We insist that all live animal transport (road and/or sea) is kept to a minimum and that long-distance transport is avoided. All live farmed animal transportation must not exceed eight hours (inclusive of loading/unloading). The only exception to this policy is the transportation of our RSPCA Assured farmed Atlantic salmon and farmed shellfish. For poultry, wherever possible, transport times should not exceed four hours. For RSPCA assured chicken and turkey, journey times must be no longer than 4 hours.

Aquaculture - Transport Times & Slaughter Methods

Species	Transport Time and Slaughter Method
Caledonian Gold Scottish Salmon	Transportation is done in accordance with RSPCA Assured well boat requirements, with a maximum of 24 hours and no longer than 10 hours in closed well conditions.. Slaughter is by electrical stunning followed by percussive stunning followed immediately by exsanguination via gill cut.
Organic Salmon (Scotland)	Slaughtered at cage-side at the time of harvest using percussive stunning followed immediately by exsanguination via gill cut.
Rainbow Trout	Slaughter is by percussive stunning followed immediately by exsanguination via gill cut.
Sea Bass	Slaughtered at cage-side at the time of harvest by electrical stunning.. Fish are then immediately immersed in an ice-bath.
Halibut	Not transported live, slaughtered at cage side. Slaughter is by electrical stunning followed immediately by exsanguination via gill cut.
Pangasius	Live transport time up to four hours from farm to factory in an open-sided well boat. Slaughter is by electrical stunning followed immediately by exsanguination via gill cut.
Farmed Shrimp	Slaughtered at pond-side at the time of harvest either using ice-bath immersion or electrical stun prior to kill, with trials underway for all remaining suppliers which are just using ice bath immersion.

OUTCOME MEASURE REPORTING

Welfare Outcome Measures (WOMs) are metrics that describe how an animal has experienced the environment in which it has lived. They are collected both on-farm and at slaughter by directly observing the animal or carcass. The metrics focus on attributes associated with a good quality of life. Traditionally, 'input' measures have been used to inform how farmers should provide for good welfare, for example through the type of feed given or the size of housing space, etc. Although these measures are important in managing livestock systems, they do not directly measure the experience of the individual animal and often fail to capture the full effect of a system upon the animal's welfare.

M&S use outcome measures to provide an objective tool to measure welfare, regardless of the production system, breed, climate, and so on. The data can be used to benchmark farming systems, locate best practice, and identify areas that can be improved within supply. They also allow quantifiable tracking of continuous improvement and progress over time.

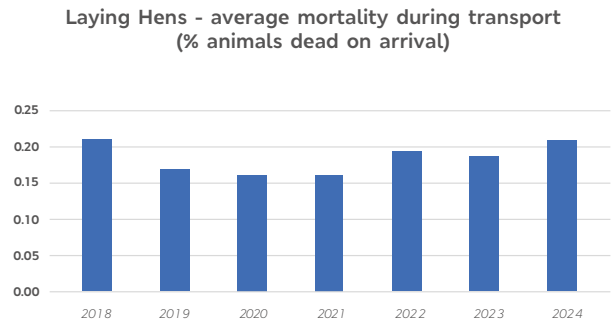
- Suppliers must comply with our requirement to monitor animal welfare compliance using Welfare Outcome Measures where required and submit the data on a monthly or quarterly basis (dependent on species) via the M&S Livestock Hub.
- WOM reviews take place as part of quarterly meetings with M&S Agriculture Managers and individual suppliers where performance is reviewed including discussions on what is driving performance, future focus areas agreed, conversations on challenges and opportunities for welfare improvement and where required targets for improvement or action plans are put in place. Data for most species is reported for eligible animals rather than just those actually supplied to M&S. Eligible animals are animals reared to M&S standards, which could have gone into supply. This is easier for suppliers to report but means animals numbers are much higher than actual volumes.

Transport Times & Dead-on-Arrival

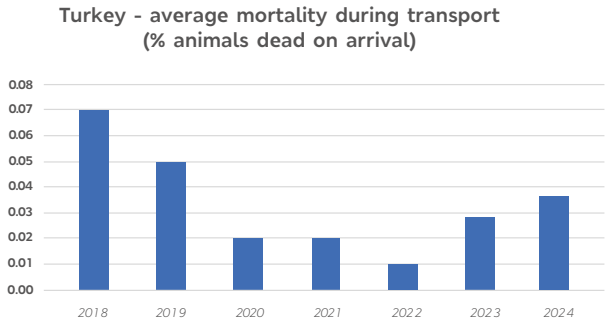
To help protect animal welfare and minimise stress, within our Select Farm sourcing standards we require that all live animal transport is kept to a minimum and that long-distance transport is avoided. Alongside journey times we also record the number of animals which died in transport – known as Dead-on-Arrival (DOAs). DOA levels are low across our supply and should we see any incidences of high DOAs, suppliers are required to investigate and take any suitable corrective actions.

DOA levels remained low in beef, lamb, pork, turkey, laying hens, chicken and duck in 2024.

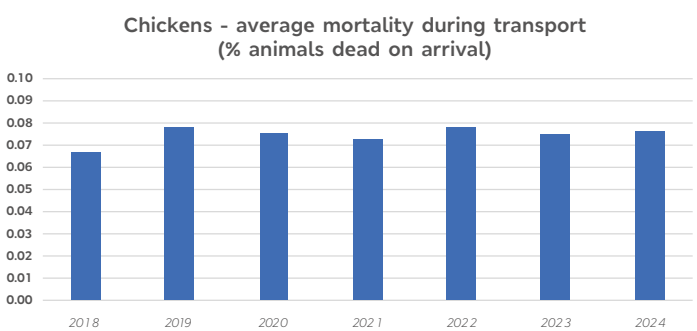
Laying Hens



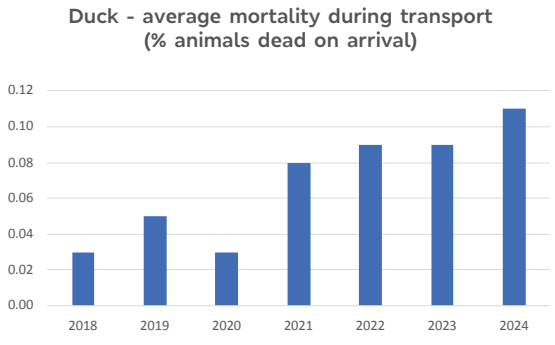
Turkey



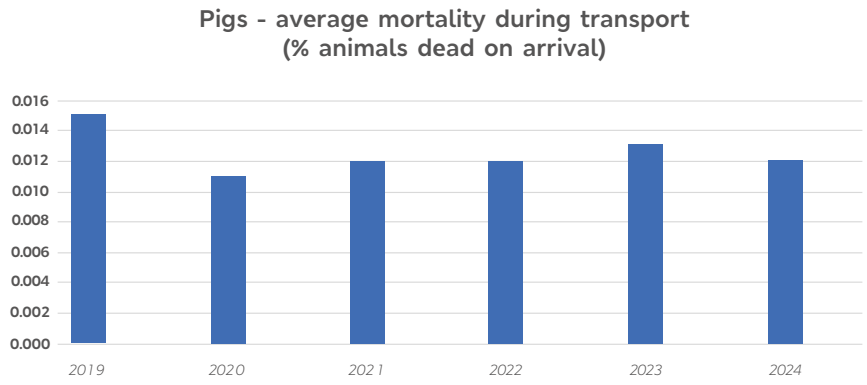
Chicken



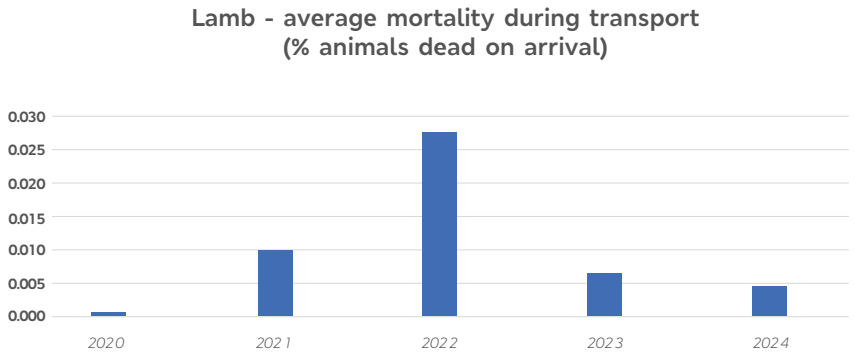
Duck



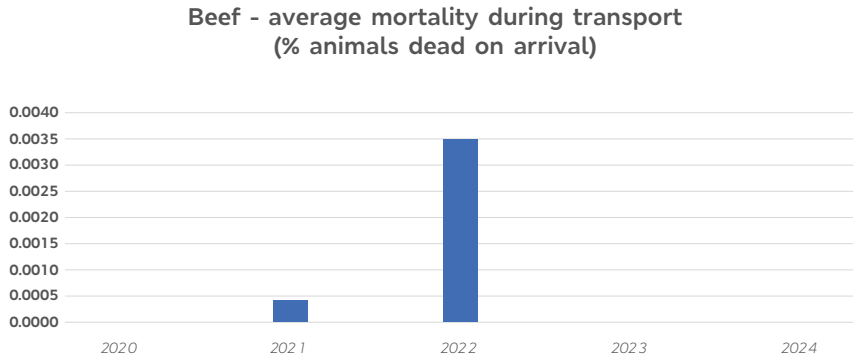
Pork



Lamb



Beef and veal



NB: Data is not missing from 2020, 2023 & 2024, value is 0

SPECIES SPECIFIC - DAIRY

Key Points

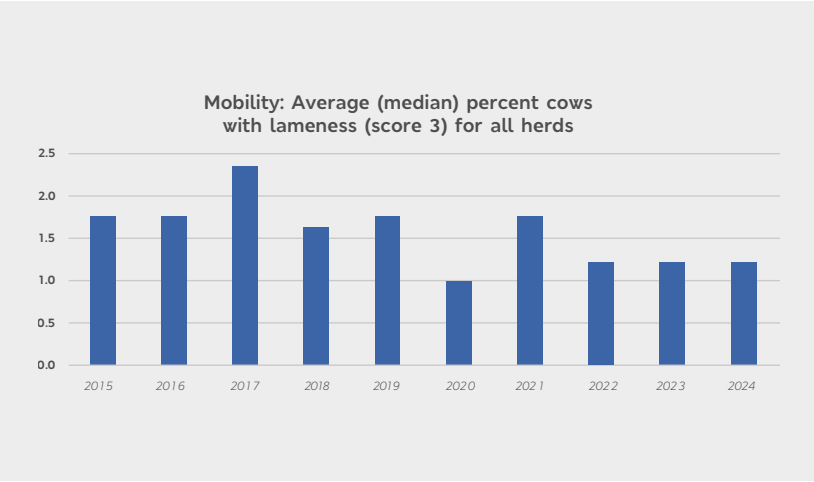
Fresh Milk

- 100% of our cows have access to pasture for more than four to five hours per day.
- In 2024 the average days at grazing was 140 days.
- 100% of our cows have access to cow brushes and loafing areas.
- 100% of our calves are provided with enrichment from week six.
- 100% of our dairy cows are free from tail docking.
- None of our animals across all herds are routinely dehorned.
- All our calves must be moved into paired or group housing by the 22nd day after birth.
- In 2024 we sourced 108,698 tonnes of fresh milk.

Performance - Fresh Milk

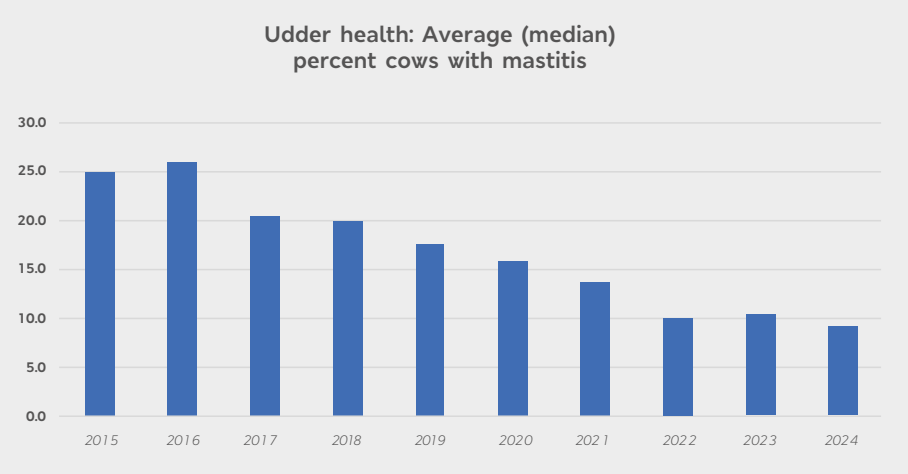
	2018	2019	2020	2021	2022	2023	2024
Mobility: Average (median) percent cows with lameness (score 3) for all herds	1.70	1.80	1.00	1.80	1.20	1.20	1.20
Udder health: Average (median) percent cows with mastitis	20.00	17.90	15.80	13.10	9.60	10.70	9.60
Cow comfort: Average (median) percent cows with swellings and abrasions (score 3)	1.30	1.80	2.30	1.90	1.20	1.60	1.30
Mortality: Average (median) percent cow mortality (unplanned cow deaths)	3.40	3.60	4.60	4.20	4.10	4.90	4.30
Mortality: Average (median) percent heifer calf mortality (first year of life)	6.20	7.60	9.00	8.60	7.80	8.00	7.60
Average percentage of cows with access to pasture for more than 4- 5 hours per day	100	100	100	100	100	100	100
Average percentage of animals that were routinely dehorned across all herds	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Average percentage of calves that are provided with enrichment from week six	100	100	100	100	100	100	100
Average percentage of herds provided with enrichment (cow brushes and loafing areas)	100	100	100	100	100	100	100
Antibiotic usage (mg/PCU)	9.00	10.20	8.27	7.91	8.34	6.98	6.48
Antibiotic usage (antibiotic courses/cow)	1.14	0.96	0.80	0.83	0.71	0.59	0.59

Mobility



Lameness remained low at 1.20% in 2024.

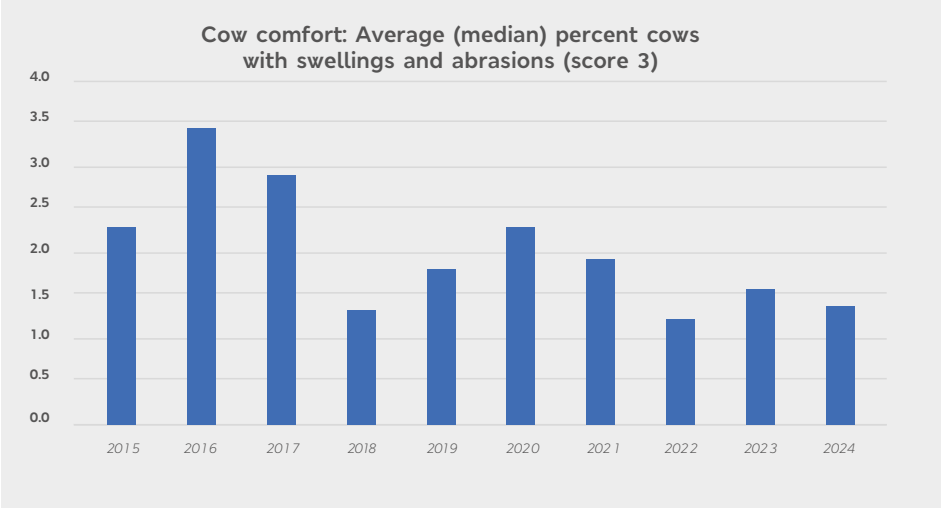
Udder Health



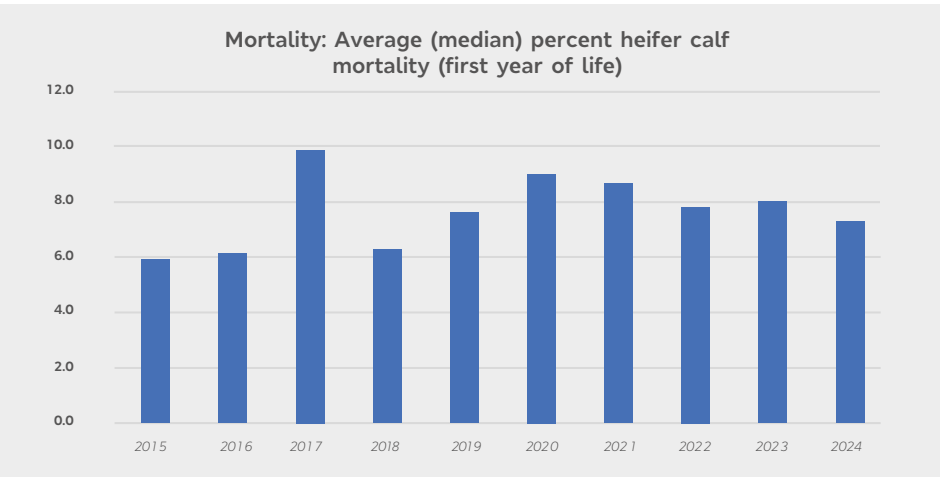
Median of animals with a clinical case of mastitis across the year decreased slightly from 2023 to 2024 and remains much lower than years 2021 and previous. This is a great achievement of the pool and reflects years of steady progression.

Cow Comfort

Cow comfort has remained relatively consistent over recent years. Overall, the vast majority of producers are performing at the highest level on this parameter.



Mortality



Cow mortality has decreased slightly in the last year. This parameter is one that generates the most discussion as we do not discourage euthanasia on-farm when deemed necessary to alleviate suffering. Cow welfare is the priority and we want producers to use euthanasia as an option if needed. We emphasise the priority is to reduce the number of cows that end up with injuries or disease that could require euthanasia.

Heifer mortality has also decreased slightly from 2023. Note this parameter also includes stillbirths.

Antimicrobial Use

Antimicrobial usage has decreased again this year. The current usage levels are 6.48mg/PCU and are well below the national targets of 18.9mg/PCU. Cow courses have remained at an average of 0.59 antibiotic courses per cow for 2024.

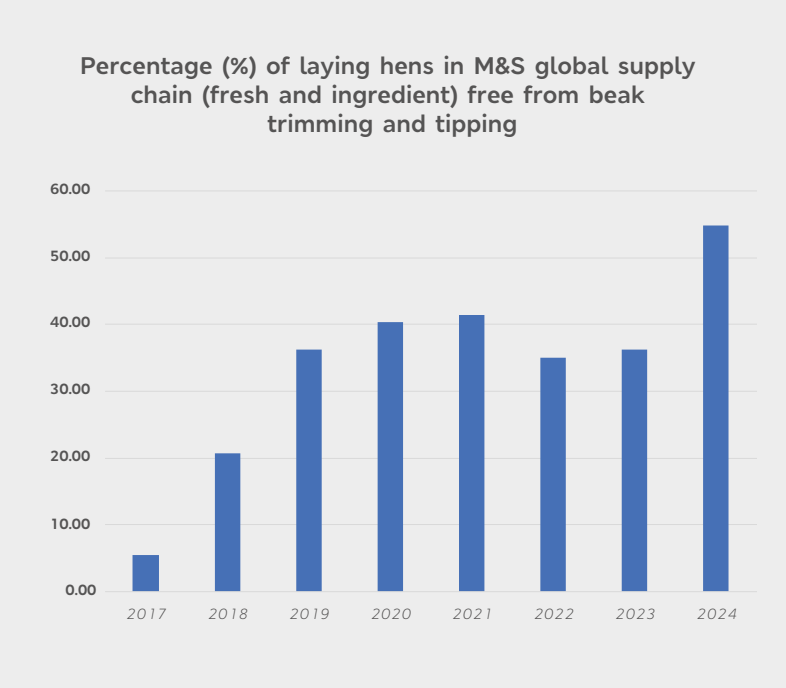
SPECIES SPECIFIC - LAYING HENS

	Fresh	Ingredient
Reported Measures[1]	2024	2024
Number of eligible animals	4,841,695	11,779,564
Percentage (%) of flocks that are free range	100	100
Percentage (%) of flocks that are organic	7.50	0.00
Percentage (%) of flocks that are beak-trimmed or beak-tipped	41.67	46.73
Percentage (%) of flocks provided with any environmental enrichment	100	100
Percentage of flocks provided with the following enrichment:		
Dust bathing boxes	100	59.78
Perches (at minimum 15 cm per bird)	100	100
Range enrichment with tree cover	100	100
Pecking objects	100	100
Average transport time (hrs) to factory across all flocks (inc. loading and unloading)	4.96	6.75
Average flock mortality during transport (% birds dead on arrival)	0.11	0.74
Percentage (%) of birds that were stunned using the following methods		
Controlled atmosphere stun	100	61.73
Electric water bath	0.00	38.27
Percentage (%) of flocks pre-stunned prior to slaughter	100	100
Percentage (%) of birds that received an ineffective stun	0.00	0.00
Total flock mortality on farm during lay (%)	6.71	8.90
Antimicrobial usage in '% bird days treated with antibiotics'	1.08	0.18
Critical antimicrobial use in '% bird days treated with Fluoroquinolone + Colistin'	0.00	0.00

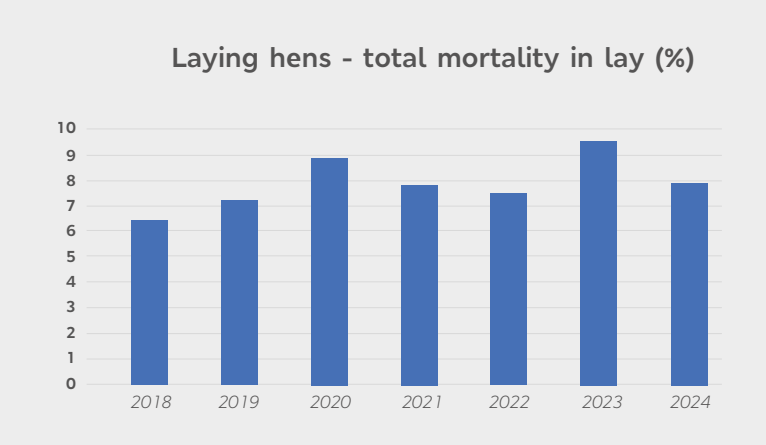
[1]Calculated based on eligible animals

Global Performance - Beak-Trimming

In 2024 54.74% of birds within our global egg supply chain (fresh shell egg and ingredient) were free from beak trimming and tipping. We are working with our suppliers to eliminate the need for beak trimming. In line with our animal welfare policy, beak trimming and tipping will be prohibited within our egg supply chains by 2030.



Mortality



The total mortality in lay in our free-range laying flocks decreased in 2024, despite age at slaughter also continuing to increase, meaning our suppliers are keeping birds alive for longer. The data shown is based on mortality at depopulation and has not been corrected for mortality at 72 weeks.

SPECIES SPECIFIC - CHICKEN

Chicken Supply (including fresh, frozen and ingredient)

	Free range & organic	Higher welfare (Oakham Gold)	Ingredient including frozen
Reported measures	2024	2024	2024
Number of actual animals	1,463,416	20,040,962	117,625,818
Percentage (%) of flocks grown to the following maximum stocking densities:[1]			
≤ 38 Kg / m^2 (1 thin)	0	0	100
≤ 30 Kg / m^2 (no thin)	0	100	0
≤ 27.5 Kg / m^2 (no thin)	77.90	0	0
≤ 21 Kg / m^2 (no thin)	22.10	0	0
Percentage (%) of flocks provided with any environmental enrichment[1]	100	100	100
Percentage (%) of flocks provided with the following enrichment:[1]			
Natural light	100	100	100
Bales	100	100	100
Perches &/or perching platforms	100	100	100
Pecking objects	100	100	100
Average transport time to factory across all flocks (inc. loading and unloading)[1]	6.04	4.56	4.09
Percentage (%) of birds that were stunned using the following methods[1]			
Controlled atmosphere stun total	100	97.64	100
Electric water bath	0	2.36	0
Percentage (%) of flocks pre-stunned prior to slaughter[1]	100	100	100
Percentage (%) of birds that received an ineffective stun[1]	0.01	0	0
Total mortality, including culls (%)[2]	3.45	3.26	4.07
Total DOA (dead on arrival) (%)[2]	0.02	0.05	0.07
Total PMI rejects / condemnations (%)[2]	0.25	1.07	1.18
Antimicrobial usage (mg/PCU)[2]	2.58	0.47	13.57
Antimicrobial usage of HPCI antimicrobials (mg/PCU)[2]	0	0	0

[1]Calculated based on volumes purchased

[2]Calculated based on eligible animals

Better Chicken Commitment Performance

Since the beginning of September 2022, 100% of our fresh chicken has been produced to higher welfare standards and from slower growing breeds farmed at lower stocking densities that meet the Better Chicken Commitment requirements. Fresh includes Oakham Gold, free range and organic chicken which equated to 30.84% of our total chicken supply in 2024. The Better Chicken Commitments can be found here.

Our Performance on Higher Welfare Chicken

	Fresh	Ingredient
	2024	2024
Volume	30.84%	69.16%
Stocking Density *(maximum 30kg/m² and maximum 1 thin per flock)*	100%	0%
Breed *(BCC approved breeds used Hubbard JA57, JA87 & Redbro)*	100%	0.10%
Lighting *(minimum 50 lux and natural daylight)*	100%	100%
Enrichment *(per 1,000 birds 2m usable perch space and 2 pecking substrates)*	100%	100%
Controlled Atmospheric Stunning (CAS)	97.85%	100%
Third-party certified	100%	100%
Third-party certified to Higher Welfare Standards	100%	0%

Calculated based on volumes purchased

Compliance with EU Animal Welfare and Air Quality Legislation

100% of our chicken is grown in the UK and regardless of whether it is fresh, or ingredient complies with all EU animal welfare and air quality legislation.

Breed and Stocking Density

100% of our fresh chicken (30.84% of total supply) was produced from slower growing breeds grown at a maximum of 30kg/m² or lower. All slow growing breeds used in our fresh supply are on the list of RSPCA approved breeds. From 1st June 2025 all our ingredient chicken will also be grown at a maximum of 30kg/m² or lower.

Daylight and Enrichment

100% of our chicken whether fresh or ingredient is provided with natural daylight and environmental enrichment including perch space and pecking objects. In addition, our free range and organic birds have access to an outdoor range area.

Cages and Multi-tier Systems

None of our chicken is grown in multi-tier or cage systems.

Stun Systems

99.34% of our chicken is stunned using controlled atmosphere systems (100% of our free range, organic and ingredient volume and 97.64% of our Oakham Gold volume).

One of our suppliers had a derogation in place in 2024 to use electric water bath stun while it transitioned to a CAS system, which is now in place.

Third Party Certification

100% of all our chicken has been certified to third party standards. Our fresh chicken is certified to higher welfare standards. Our Oakham Gold chicken is RSPCA Assured, while our free-range chicken is approved to Red Tractor

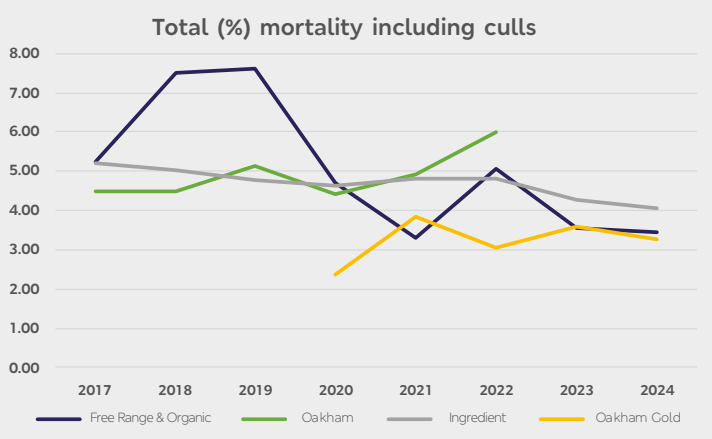
Free Range standards and our Organic birds are certified to approved third party organic standards. All our Ingredient Chicken is Red Tractor Assured. In addition to this all our chicken farms have an M&S Select Farm assessment.

Mortality

Total mortality across all our chicken has decreased slightly this year. It is important to note that the figure includes all culls. While we do have a target in place for mortality, we want to make sure that our farmers are not discouraged from culling birds that may require it for welfare reasons. When we look at our mortality figures we do so alongside the other metrics we record, as we know that changes in one can influence performance in another.

Production Type	Total mortality, including culls (%) 2024
Free Range & Organic	3.45
Ingredient	4.07
Oakham Gold	3.26
Overall/total	4.03

Calculated based on eligible animals



SPECIES SPECIFIC - DUCK

Duck Supply (including fresh, frozen and ingredient)

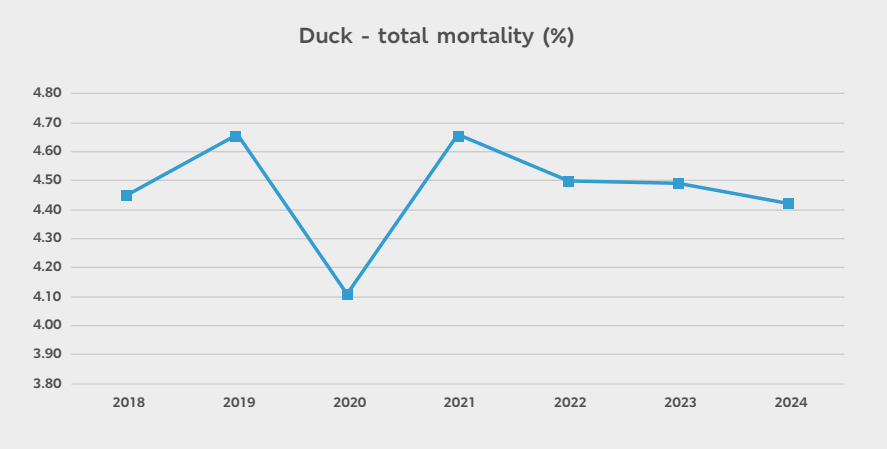
Reported measures	2024
Number of actual animals	321,070
Percentage (%) of flocks grown to the following maximum stocking densities[1]	
17.1– 24.0 kg/m^2	60.37
≤ 17 kg/m^2	39.63
Percentage (%) of flocks provided with any environmental enrichment[1]	100
Percentage (%) of flocks provided with the following enrichment:[1]	
Natural light	100
Water access- head only troughs	100
Average transport time (hrs) to factory across all flocks (inc. loading and unloading)[1]	5.21
Average flock mortality during transport (% birds dead on arrival)[1]	0.11
Percentage (%) of flocks pre-stunned prior to slaughter[1]	100
Percentage (%) of eligible animals that received an ineffective stun[1]	0.00
Mortality (%)[2]	4.42
% Birds with ocular score 0[2]	67.99
% Birds with nostril score 0[2]	83.58
% Birds with foot health score 0[2]	71.95
% Birds with cleanliness score 0[2]	18.46
Antimicrobial usage (mg/PCU)[2]	0.47
Antimicrobial usage of HPCI antimicrobials (mg/PCU)[2]	0.00

[1] Calculated based on actual animals

[2] Calculated based on eligible animals

Mortality

The total mortality for our duck has decreased over recent years, 4.42% in 2024.



SPECIES SPECIFIC - TURKEY

Turkey Supply (including fresh, frozen and ingredient)

Reported measures[1]	2024
Number of actual animals	751,001
Percentage (%) of flocks grown to the following maximum stocking densities	
QBT	0.00
QBT – 10%	78.66
<21kg/m^2	1.41
<25kg/m^2	19.93
Percentage (%) of flocks that are beak-trimmed and/or tipped	98.59
Percentage (%) of flocks provided with any environmental enrichment	100
Percentage (%) of flocks provided with the following enrichment:	
Natural light	100
Bales	100
Perching platform or ramp	100
Perches	21.34
Pecking objects	100
Average transport time (hrs) to factory across all flocks (inc. loading and unloading)	5.44
Average flock mortality during transport (% birds dead on arrival)	0.06
Percentage (%) of flocks pre-stunned prior to slaughter	100
Percentage (%) of eligible animals that received an ineffective stun	0.00
Antimicrobial usage (mg/PCU)	31.26
HPCI antimicrobials (mg/PCU)	0.00

[1] Calculated based on actual animals

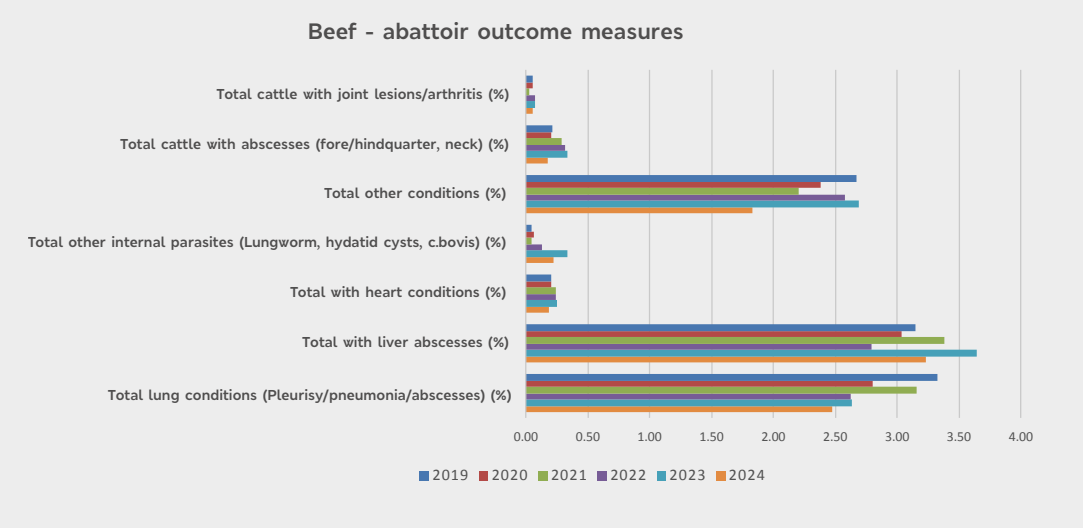
All our Oakham turkeys are grown at reduced stocking densities or are free range or organic.

SPECIES SPECIFIC - BEEF, ROSE VEAL, LAMB & VENISON

	Beef fresh and ingredient supply (including frozen)	Rose veal fresh and ingredient supply (including frozen)
Reported measures[1]	2024	2024
Number of eligible animals	298,544	3,577
Maximum transport time (hrs) to factory across all animals (inc. loading and unloading)	6.36	2.50
Average transport time (hrs) to factory across all animals (inc. loading and unloading)	2.15	1.50
Average mortality during transport (% animals dead on arrival)	0.00	0.00
Percentage (%) of eligible animals stunned by the following methods		
Jarvis stun box	30.57	0.00
Captive bolt	69.43	100
Percentage (%) of finisher herds pre-stunned prior to slaughter	100	100
Percentage (%) of eligible animals that received an ineffective stun	0.39	0.18
Percentage (%) of eligible animals that were recorded as lame on inspection at the slaughterhouse	0.27	0.03
Total cattle with lung conditions (Pleurisy/pneumonia/abscesses) (%)	2.47	2.21
Total cattle with liver abscesses (%)	3.23	0.50
Total cattle with heart conditions (%)	0.18	0.08
Total cattle with other internal parasites (lungworm, hydatid cysts, c.bovis) (%)	0.22	0.00
Total cattle with other conditions (%)	1.83	0.12
Total cattle with abscesses (fore/hindquarter, neck) (%)	0.17	0.31
Total cattle with joint lesions/arthritis (%)	0.05	0.93

[1]Calculated based on eligible animals

Disease, Injury and Liveability



We collect a range of measures at slaughter for our beef and rose veal animals. In 2024, we saw a slight decrease across most of our outcome measures reported at abattoir.

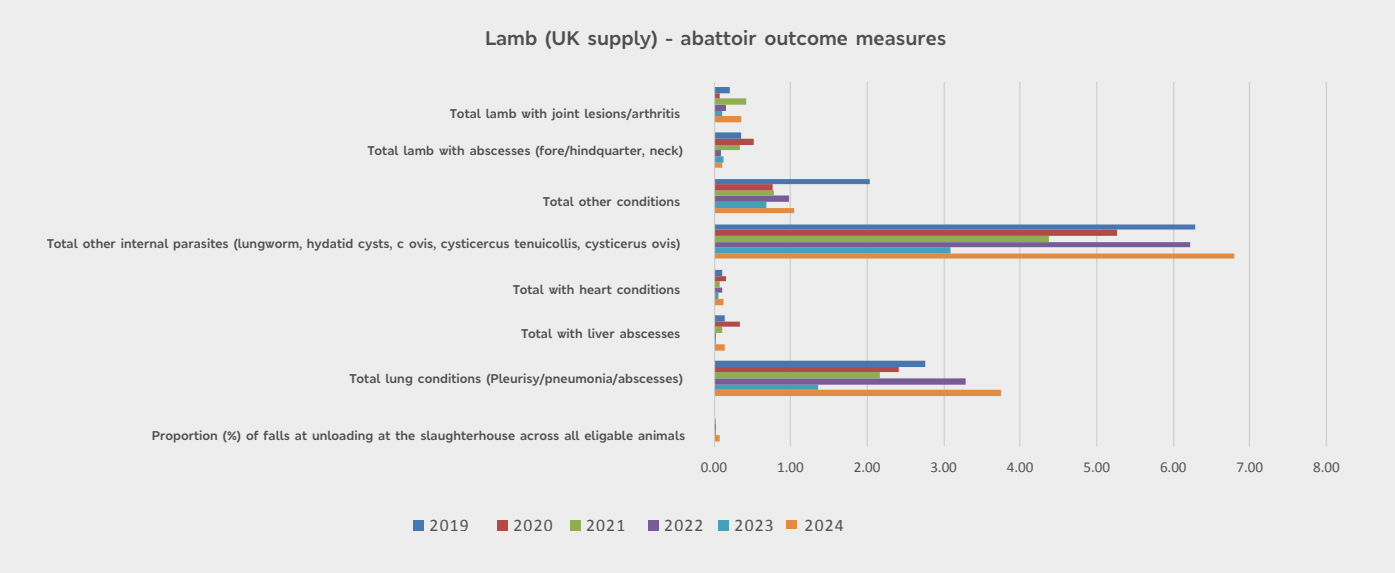
Lamb Supply

	UK supply fresh and ingredient (including frozen)	NZ supply fresh and ingredient (including frozen)
Reported measures[1]	2024	2024
Number of eligible animals	741,907	9,671,158
Maximum transport time (hrs) to factory across all animals (inc. loading and unloading)	6.19	8.00
Average transport time (hrs) to factory across all animals (inc. loading and unloading)	2.62	5.70
Average mortality during transport (% animals dead on arrival)	0.01	0.01
Percentage (%) of eligible animals stunned by the following methods		
Electric	99.82	99.13
Captive bolt	0.18	0.87
Percentage (%) of finisher herds pre-stunned prior to slaughter	100	100
Percentage (%) of eligible animals that received an ineffective stun	0.08	0.07
Percentage (%) of falls at unloading at the slaughterhouse across all eligible animals	0.07	0.25
Total lung conditions (Pleurisy/pneumonia/abscesses)	3.75	-
Total lambs with liver abscesses	0.14	-
Total lambs with heart conditions	0.12	-
Total lambs with other internal parasites (lungworm, hydatid cysts, cysticercus tenuicollis, cysticerus ovis)	6.79	-
Total lambs with other conditions	1.04	-
Total lamb with abscesses (fore/hindquarter, neck)	0.11	-
Total lamb with joint lesions/arthritis	0.35	-

[1]Calculated based on eligible animals

Disease, Injury and Liveability

There was an increase across multiple measures in 2024 for our UK lamb supply, largely due to changes in supply/reporting.



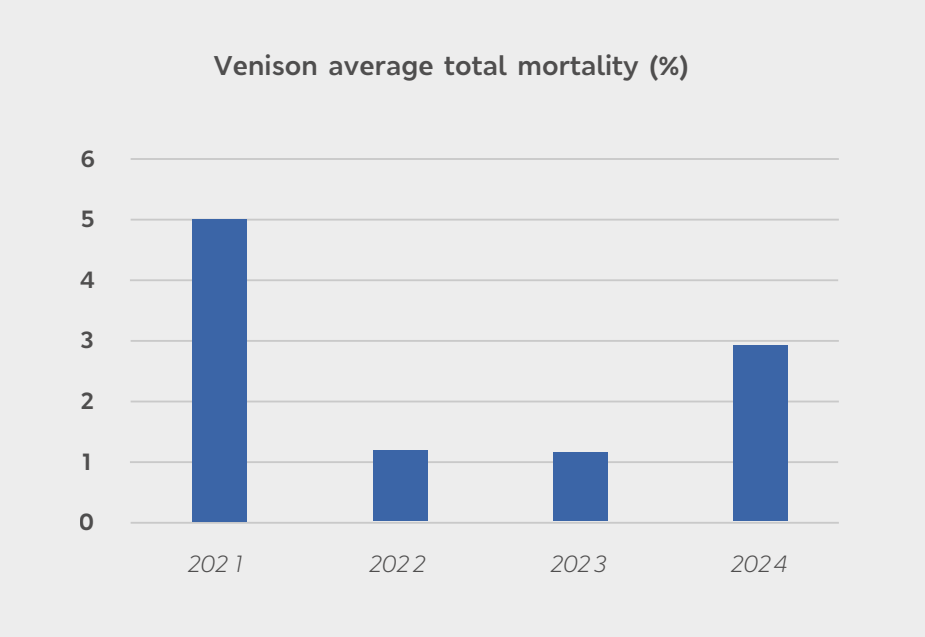
Reported measures	NZ supply fresh and ingredient (including frozen)
% Culled in yard	0.0082
% Lameness	0.0038
% Live clipped	0.62

Venison Supply

Since April 2021 all our venison has been sourced from the UK.

Reported measures[1]	Fresh, frozen and ingredient
	2024
Number of eligible animals	8,700
Maximum transport time (hrs) to factory across all animals (inc. loading and unloading)	8.00
Average transport time (hrs) to factory across all animals (inc. loading and unloading)	5.14
Average mortality during transport (% animals dead on arrival)	0.00
Percentage (%) of eligible animals stunned by the following methods	
Captive bolt	100
Electric stun	0.00
Percentage (%) of finisher herds pre-stunned prior to slaughter	100
Percentage (%) of eligible animals that received an ineffective stun	0.00
Average total mortality (%)	2.90

[1]Calculated based on eligible animals



SPECIES SPECIFIC - PORK

Pork Supply

	Fresh and ingredient (including frozen)	Continental
Reported measures	2024	2024
Number of actual animals	750,158	92,951
Percentage (%) of finisher herds that are reared as follows:[1]		
Group reared in straw-bedded barns	100	20.85
Indoor reared in part slatted systems	0.00	21.69
Other	0.00	57.46
Percentage (%) of finisher herds provided with any environmental enrichment[1]	100	100
Percentage (%) of finisher herds provided with the following enrichment:[1]		
Natural light	100	100
Manipulable material (e.g. straw)	100	75.53
Other objects (toys, chains, etc.)	44.55	79.99
Percentage (%) of finisher herds subject to the following mutilations:[1]		
Tail docked	42.03	62.42
Teeth clipped/grind	19.96	27.94
Castrated	0.00	21.25
Maximum transport time (hrs) to factory across all groups (inc. loading and unloading)[1]	6.71	6.11
Average transport time (hrs) to factory across all groups (inc. loading and unloading)[1]	2.96	3.11
Average group mortality during transport (% animals dead on arrival)[1]	0.01	0.25
Percentage (%) of animals pre-stunned prior to slaughter[1]	100	100
Percentage (%) of eligible animals that received an ineffective stun[1]	0.00	1.57
Total PMI rejects/condemnations – whole condemnations (%)[2]	0.51	0.47
Total pigs with skin conditions/lesions (%)[2]	0.35	0.10
Total pigs with fight and bite wounds (%)[2]	0.35	1.84
Antimicrobial usage (mg/PCU)[2]	57.35	
Sows:		
Average mortality[2]	3.45	
Antimicrobial usage (mg/PCU)[2]	28.36	

[1] Calculated based on actual animals

[2] Calculated based on eligible animals

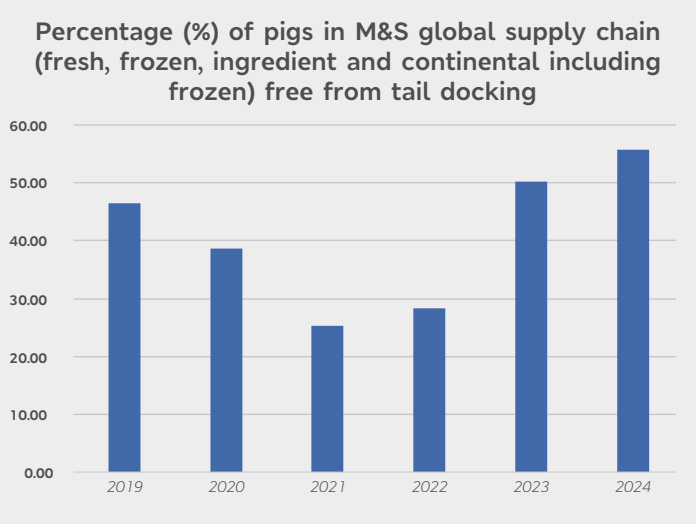
Sow stalls and non-confinement farrowing

100% of the sows within our fresh, frozen, ingredient and continental supply chains:

- are free from sow stalls. We only allow sows to be temporarily confined for management purposes and for a maximum of four hours.
- are free farrowed.

Since April 2021 all our fresh, frozen and ingredient pork has been outdoor bred, free range or organic. Since December 2022 all our continental pork, has been free-farrowed.

Pigs free from tail docking

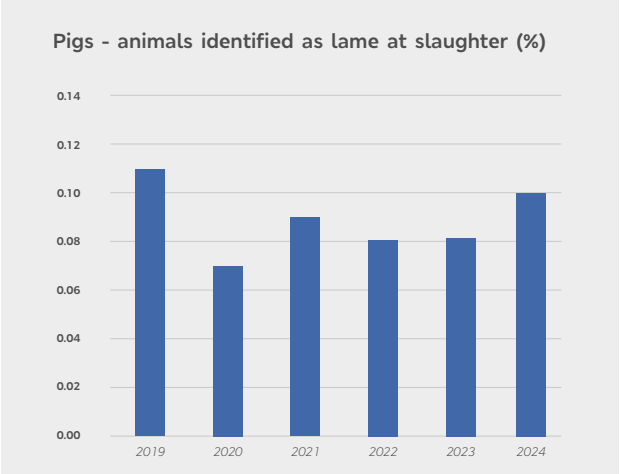


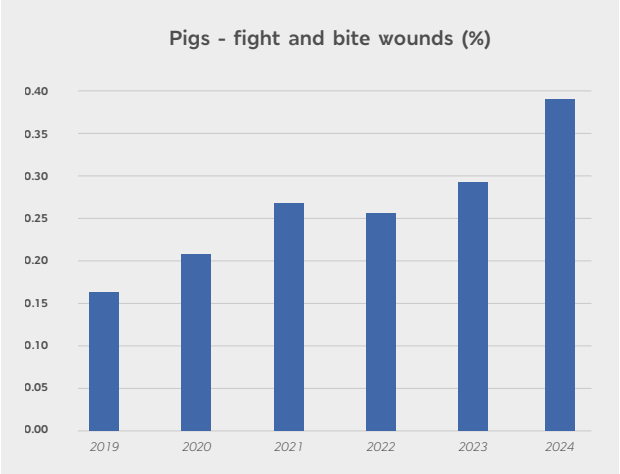
Within our global supply chain 55.72% of pigs were free from tail docking in 2024. All our fresh and ingredient pork is produced to RSPCA Assured standards which only allows tail docking where veterinary advice deems it strictly necessary in order to protect the animals from subsequent loss of welfare due to injury.

We are working with our suppliers to reduce tail docking.

Lameness at slaughter & fight and bite wounds

The number of pigs within our global supply that are identified as lame at slaughter has been consistently low.





SPECIES SPECIFIC - FIN FISH

Fresh

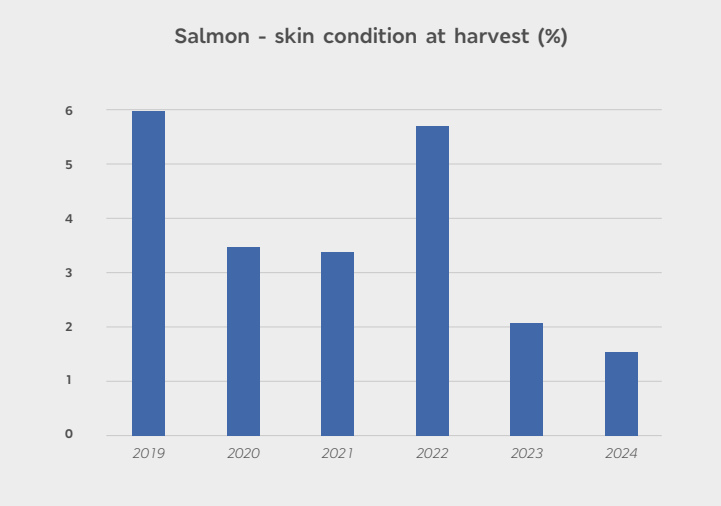
Reported measures	Fresh	Ingredient
	2024	2024
Percentage (%) of fin fish that are fin-clipped	0.00	0.00
Percentage (%) of fish pre-stunned prior to slaughter	100	100

Farmed fish stocking densities

The table below provides the maximum stocking densities for our farmed fish.

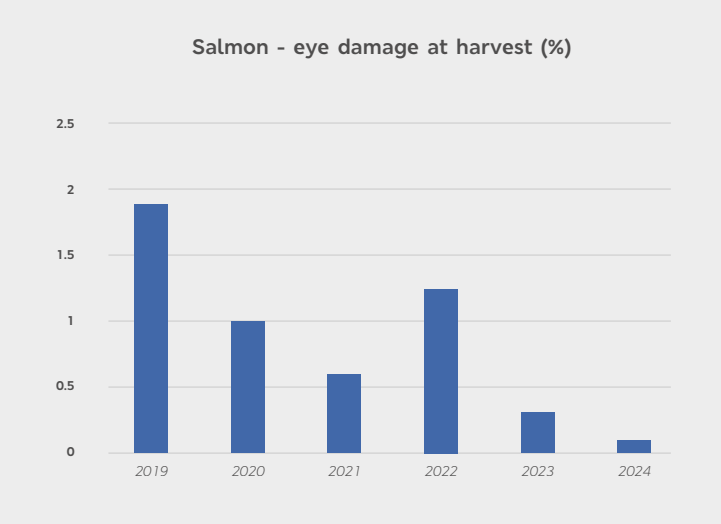
Species	Stocking Densities
Caledonian Gold Scottish salmon	15kg/m^3
Organic salmon	10kg/m^3
Rainbow trout (sea cage reared)	15kg/m^3
Rainbow trout (freshwater cage reared)	15kg/m^3
Sea bass	20kg/m^2
Halibut	50kg/m^2
Pangasius	38kg/m^2
Farmed shrimp (extensively farmed)	<5 shrimp/m^2
Farmed shrimp (semi-intensively farmed)	<50 shrimp/m^2
Farmed shrimp (intensively farmed)	<200 shrimp/m^2

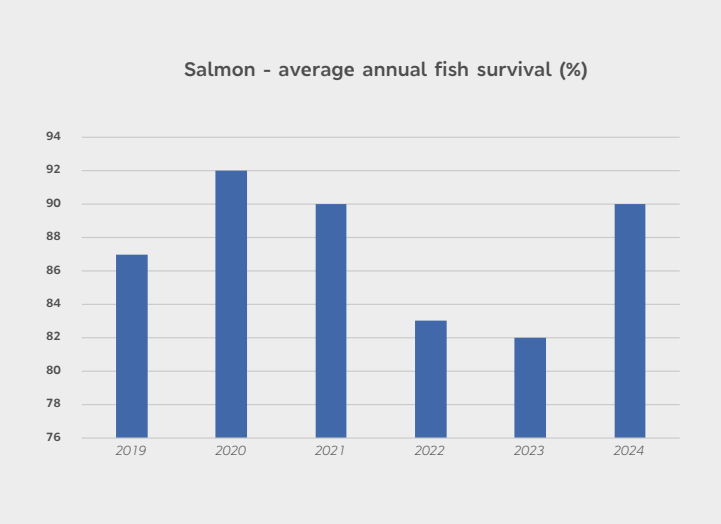
SPECIES SPECIFIC - SALMON



In 2024 we sourced 12,151 tonnes of farmed Atlantic Salmon. All our salmon is RSPCA Assured, with 1.60% also certified to organic standards.. As part of their veterinary health and welfare plans, our salmon farmers monitor several different conditions. Skin condition and eye damage at harvest are two examples of these.

Results of this monitoring are regularly discussed with a veterinary surgeon and the veterinary health and welfare plan updated and acted on accordingly.



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FOOD