

## **INVESTOR BRIEFING**

NOVEMBER 2017

# **How Companies Are Using the Business Benchmark on Farm Animal Welfare**

**Nicky Amos and Rory Sullivan**

### **Executive Summary**

- Farm animal welfare continues to move up the corporate agenda.
- The key drivers are customer and consumer demand, although customer and client willingness to pay remain important barriers to the adoption of higher standards.
- The BBFAW is also an important driver of change, and is increasingly used by companies to guide their development of management systems and processes, and to frame their reporting.

### **Introduction**

Now in its sixth year, the Business Benchmark on Farm Animal Welfare (BBFAW) aims to stimulate improvement in corporate practices on animal welfare management and reporting by providing a robust measure of company performance. The 2017 Benchmark will be published in February 2018.

The BBFAW conducts an annual survey of the companies assessed by the Benchmark to ensure that the BBFAW continues to achieve its purpose and remains relevant and useful to the food industry. In May-June 2017, 46 of the 99 companies covered by the 2016 Benchmark completed our online survey. We also held face-to-face meetings with approximately 30 companies in the period January to November 2017, and participated in a number of conferences and other events involving companies in this period. This briefing presents a summary of our 2017 company engagement.

### **2017 Survey of Company Opinion**

In May and June 2017, we invited the 99 companies covered by the 2016 Benchmark to respond to an online survey (see Appendix 1 for the survey

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questions). A total of 46 companies responded, representing food retailers and wholesalers, food producers and processors, and restaurants and bars, across 10 countries<sup>1</sup>.

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<sup>1</sup> Responses were received from companies incorporated in Australia, Brazil, France, Germany, Italy, Netherlands, New Zealand, Switzerland, the UK and the USA.

### Key Findings

#### 1. Farm animal welfare continues to move up the corporate agenda

A key finding of the survey is that most (87%) of the responding companies have developed their approach to farm animal welfare in the last 2-3 years. They have better integrated farm animal welfare into their company policies, and they have incorporated farm animal welfare in their management processes through, for example, the provision of employee training programmes, assigning management responsibility for farm animal welfare, implementing supplier farm animal welfare audits, and deploying farm animal welfare performance monitoring. Farm animal welfare is increasingly seen by companies as a strategic opportunity, with respondents pointing to its potential as a tool for brand differentiation and reputation enhancement.

*Examples of the actions that have been taken include:*

- *A European food retailer has been striving for greater transparency and measurability in its public reporting on farm animal welfare issues, using the BBFAW as an organising framework*
- *A UK-based restaurant chain has been engaging with suppliers and NGOs to embed strengthened animal welfare requirements in its supplier standards, including reporting on welfare outcome measures*
- *A US food producer has developed a tracking and auditing system to measure and report on performance against farm animal welfare targets*
- *A European food producer has been working on embedding animal welfare in brand strategy, and communicating its approach to consumers to demonstrate brand value.*

#### 2. Customer and client interest is driving company approaches to farm animal welfare

Customer and client interest continue to be the most important influence on company approaches to farm animal welfare, cited by 78% of respondents. The BBFAW is the second greatest influence, cited by 59% of companies. Other significant drivers include media interest (49%), NGO pressure (46%) and investor pressure (46%). This latter finding is particularly noteworthy given that in the 2016 edition of the survey just 29% of respondents identified investor pressure as a key driver of their company approach to farm animal welfare. Regulatory pressure and cost pressures are seen as weaker drivers, cited by 27% and 16% of respondents, respectively. Interestingly, respondents placed much less emphasis on peer pressure as a driver than in previous surveys. Our discussions with the survey respondents suggest that this is because peer pressure is now manifesting itself through, for example, BBFAW, the media and NGO pressure. It is these pressures that are now the key drivers for them to perform better than their peers.

#### **Working with Investors to Support the Goals of the Business Benchmark on Farm Animal Welfare**

Twenty-three investors, representing over £1.8 trillion in assets under management (AUM), have signed a Global Investor Statement on Farm Animal Welfare. These investors identify farm animal welfare as potentially material to long-term investment value creation and commit to taking account of the issue in their investment analyses and in their engagement with food companies. They are also building farm animal welfare into their investment processes, using the BBFAW to assess the business risks and opportunities of farm animal welfare for individual companies.

Under the auspices of the BBFAW's International Investor Collaboration on Farm Animal Welfare 19 global investors, representing over £1.5 trillion in AUM, wrote to all of the companies covered by the 2016 Benchmark, commending leaders on their performance and encouraging laggards to improve their practices and performance on farm animal welfare.

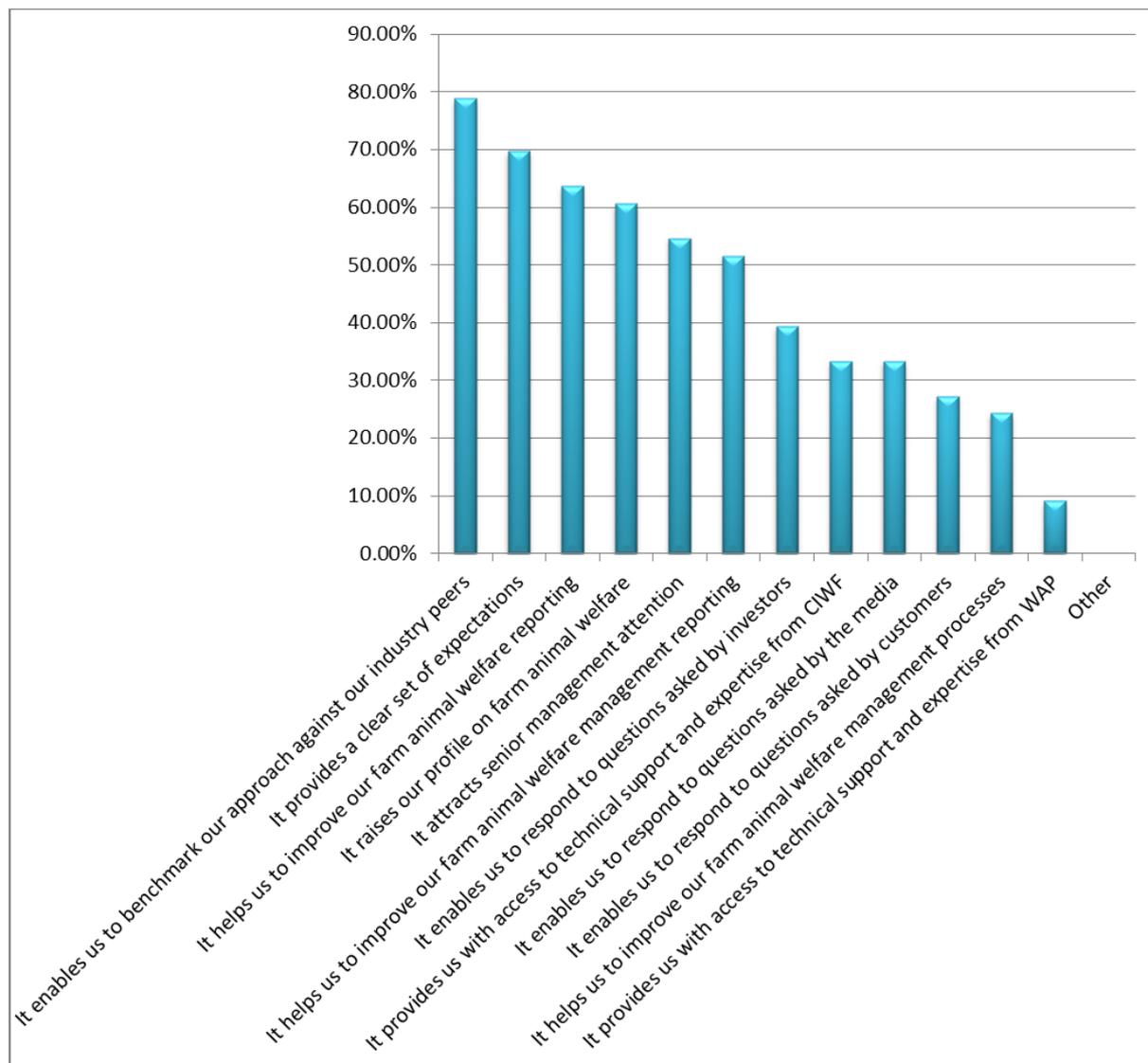
Other drivers cited by respondents included linking farm animal welfare to companies' core values and identity (e.g. "It's the right thing to do"; "It's part of who we are"); and, in some cases, the vision of companies' leadership teams. In addition, several companies referred to opportunities related to business differentiation and brand value.

### **3. The Benchmark is influencing company approaches to farm animal welfare**

Eighty percent of respondents agree that the BBFAW is influencing company approaches to farm animal welfare. The same five main mechanisms of influence were cited as in the 2016 edition of the survey (see Figure 1), namely:

- The Benchmark enables companies to benchmark themselves against their industry peers
- The Benchmark provides companies with a clear set of expectations
- The Benchmark helps companies to improve their farm animal welfare reporting
- The Benchmark helps to raise the profile of companies on their farm animal welfare approaches
- The Benchmark helps to attract senior management attention to farm animal welfare

Figure 1: How has the BBFAW influenced your approach to farm animal welfare?



A number of companies provided some additional comments on the usefulness of the Benchmark:

**Selected quotes from companies on the usefulness of the Benchmark:**

“Our negative standing in your annual report 3 years ago spurred us to improve and reach new standards.”

“It is helpful to see which issues are highlighted and how BBFAW expects to see progress – e.g. very detailed metrics on % of animals.”

**Selected quotes from companies on the usefulness of the BBFAW company engagements:**

"I found my discussions last year with the Secretariat particularly helpful in both understanding goals and future direction."

"We regularly work with BBFAW and CIWF and value their input and advice."

#### **4. Companies are using the Benchmark in their external communications**

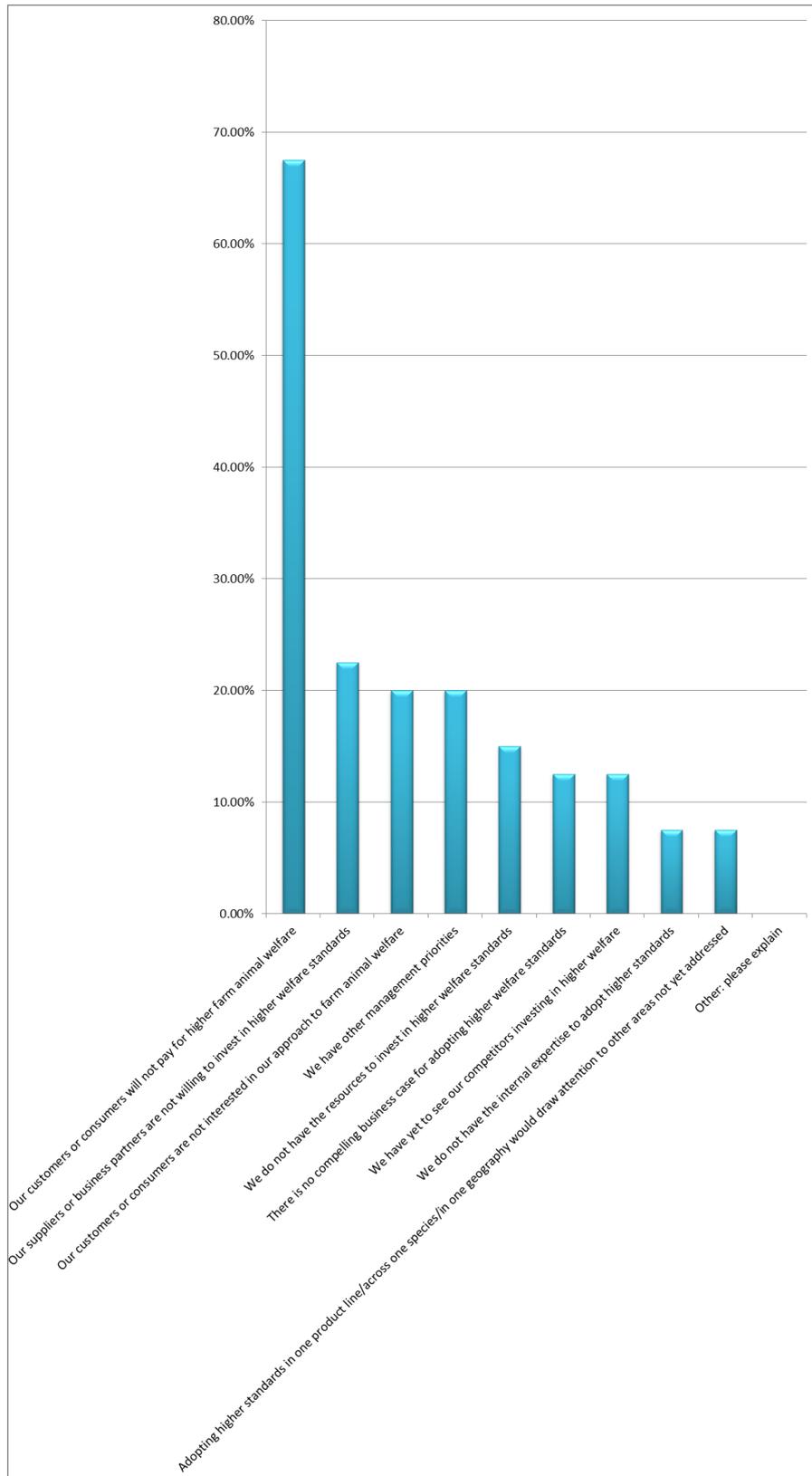
Companies are using their performance in the Benchmark as tangible evidence of their commitment to farm animal welfare. Of the 99 companies covered by the 2016 Benchmark, 19 reported on their performance in the Business Benchmark on Farm Animal Welfare in their corporate communications – either on their websites, in their annual reports and sustainability reports, or in media releases. (See Appendix 3 for selected examples of corporate communications referencing the BBFAW.)

#### **5. Customer willingness to pay remains the key barrier to companies adopting higher standards of farm animal welfare**

Despite the earlier finding that customer and client concerns are the main driving force behind company approaches to farm animal welfare, this does not seem to be translating into a willingness to pay more for responsibly produced items. 'Willingness to pay' is cited by companies as the highest barrier to adoption of higher animal welfare standards, with 67% of respondents to this question agreeing that, "Our customers or consumers will not pay for higher farm animal welfare". In addition to the barriers shown in Figure 2, respondents also commented that a lack of scientific consensus on how to address some issues leads to uncertainty, that animal welfare is not a one-dimensional issue and it needs to be considered as part of a wider set of ethical imperatives, and also that changes in farm animal welfare practice and processes take time to manifest themselves in improved performance.

- *"Our farmers are willing to change and invest in higher welfare standards but these processes of change take time. The front runners are adapting a very high level of welfare but the main group still has steps to take."*
- *"Market structures make progress slow and difficult – and many of the suggested changes require significant capital investment on the part of farmers and suppliers."*

Figure 2: What are the key barriers to your company adopting higher standards of farm animal welfare?



#### Suggestions for Strengthening the Benchmark

As part of our engagement with companies, we actively seek comments and suggestions on how we can strengthen the Benchmark. While companies remain overwhelmingly supportive of and engaged in the BBFAW Benchmark process, certain companies have expressed concerns about the absence of a level playing field for companies. In 2017, these concerns have centred on product scope and geographic focus, with some companies expressing concern that the BBFAW is too centred on EU standards. Both issues are discussed below and include comments from the BBFAW:

##### 1. Product scope

A UK-based retailer shared how its farm animal welfare policies cover all its products, whereas other retailers limit their policies to own-label supply. The company suggested that this, in practice, means products sold by general food retailers do not meet the same standards because the products are sold under other brands, yet companies could still score well in the Benchmark. The retailer also expressed concern about companies using tertiary brands (i.e. own-brand products marketed as branded products), which might unfairly bias the scoring of these companies if their policies and commitments were limited to strict 'own-label' brands.

*BBFAW comment: The BBFAW considers that companies, irrespective of their size, scale or complexity, should positively influence animal welfare practices in their supply chains – through their policies, sourcing standards and supplier management processes. For this reason, our Benchmark criteria focus on the breadth of coverage across three dimensions: geographic, species and product. For example, maximum points are awarded to companies whose policies extend across all relevant geographies, species and products (including non-own brand products). There are selected questions in the BBFAW criteria that are limited (at least for retailers) to own-brand products. These relate to performance on key welfare issues (e.g. avoidance of close confinement, avoidance of routine mutilations) related to key species (e.g. laying hens, pigs, dairy cattle and broiler chickens) in global supply chains. For these questions, we appreciate that performance reporting is relatively immature and that retailers (whose supply chains cover multiple species across multiple geographies and products) will need to develop their reporting on own-brand products before extending the scope of these questions beyond own-brand products.*

##### 2. Geographic focus

Some non-European retailers and producers consider that the BBFAW criteria are too European or UK-centred. They are concerned that companies operating outside of Europe – where production conditions and lack of public support (i.e. in the form of subsidies, low interest rates, etc) – could be unfairly biased. They also argue that companies operating in other continents may have good, yet different,

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standards of animal welfare practice that may not be recognised in the BBFAW scoring.

*BBFAW comment: The Benchmark criteria have been developed and refined over time, using inputs from leading global animal welfare organisations and investors as well as from companies operating in multinational markets. The Benchmark is not an EU or other jurisdiction-specific benchmark. It aims to reflect the high standards expected of major food companies, irrespective of their country of origin or primary operating markets.*

*Through our engagement with companies covered by the Benchmark, we understand that companies recognise the importance in adopting standards that typically extend beyond the particular regulatory requirements of individual countries of operation. They also understand that consumers, investors and other stakeholders increasingly expect companies to manage business risks and opportunities by implementing consistent standards across their global operations. Given that the EU operates some of the highest farm animal welfare standards in the world, the BBFAW has considered these standards in the development of its criteria, but in many instances, the BBFAW has exceeded these requirements.*

*Our criteria reflect ideal yet realistic standards for ensuring that animals can fulfil their welfare potential. For example, our criteria on long-distance transportation, limits the time in which animals are transported to eight hours or less, because it is believed that transporting animals beyond eight hours can compromise their welfare potential. We appreciate that such criteria can be challenging for companies that transport animals over long distances. For this reason, we incorporate partial scoring in our criteria to recognise companies that prioritise higher welfare standards in specific geographies or for specific species. In addition, we have included criteria that recognise national voluntary assurance standards as well as national external award schemes, because we understand the value of companies being recognised for their animal welfare approach in different global jurisdictions.*

*The BBFAW company scope spans single-market private companies and multinational listed companies; companies with vertically integrated supply chains and those with diversified supply chains; companies managing single species as well as those managing multiple species; and companies that are solely responsible for own-brand products and those responsible for own-brand and other branded products. We routinely conduct sensitivity analyses to ensure that our scoring does not unfairly bias companies because of their sub-sector, geography, size, scale or complexity of operations.*

#### **Key reflections from BBFAW**

Company engagement with the BBFAW remains strong, with an increasing number of companies engaging with us on their preliminary Benchmark evaluations, through face-to-face meetings and participation in roundtable events, and through our annual survey and public consultation. This dialogue continues to inform our development of the Benchmark and it deepens our understanding of the business case for action on farm animal welfare.

Unsurprisingly, customer and client interest in farm animal welfare remains the principal driver for corporate action. This relates to both business-to-business (e.g. retail and food service customers to producers) demands for higher welfare and to consumers, who increasingly seek information about the provenance, quality and ethical attributes of the meat, eggs and dairy they purchase and consume. Alongside customer and client interest, external pressures from the media, from NGOs and, increasingly, from investors are all driving greater transparency in corporate reporting on farm animal welfare.

Since 2012, the BBFAW has observed significant upward movement in both the volume and quality of corporate reporting on farm animal welfare. What began as a relatively underdeveloped and under-reported corporate responsibility issue, has evolved – for many companies at least – into a central plank of their corporate reporting and their brand communications. The BBFAW's increased focus on farm animal welfare reporting and performance impact measurement has led to some companies expanding their reporting from policy and management practice to reporting on welfare impacts and outcomes. We expect this trend to develop over time as animal welfare becomes integrated into management systems and processes and as companies become more responsive to growing stakeholder interest in demonstrable animal welfare impacts and outcomes.

#### **Next steps**

As we bring the sixth BBFAW Benchmark cycle to a close and we embark on the next Benchmark iteration, we look forward to continued engagement with the BBFAW companies. A number of companies have scheduled meetings with the BBFAW to review their 2017 Benchmark evaluations and focus on recommendations made by the BBFAW to improve their animal welfare management and reporting. During 2018, we will conduct our annual company survey, and we will invite companies to comment on the 2018 BBFAW public consultation in advance of the seventh Benchmark cycle.

We would like to thank all the BBFAW companies who have taken the trouble to review their BBFAW company evaluations, to meet with the BBFAW and/or attend BBFAW roundtable meetings, participate in our annual BBFAW Report launch event and respond to our company survey and public consultation. Engagement with companies on animal welfare remains a key objective of the BBFAW and its partners, and we look forward to continued discussion and dialogue in the year ahead.

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### Authors' Details

Nicky Amos, Executive Director, BBFAW, is a recognised corporate responsibility professional with more than 20 years' experience in managing and directing corporate responsibility in global companies, including The Body Shop International. She is recognised for her pioneering work around supply chain development, responsible sourcing and sustainability reporting, and for her work in developing global sustainability strategies, campaigns and communications for leading international businesses.

Dr Rory Sullivan, Expert Adviser to BBFAW, is an internationally recognised expert on responsible investment. He has written/edited eight books on finance, environmental and development issues, including Valuing Corporate Responsibility (2011) and Responsible Investment (2006).

Nicky and Rory have led the development and delivery of the Business Benchmark on Farm Animal Welfare since its inception. They are the co-editors of The Business of Farm Animal Welfare, published by Routledge in 2017.

The **Business Benchmark on Farm Animal Welfare** is designed to help drive higher farm animal welfare standards in the world's leading food businesses. It is the first global measure of animal welfare standards in food companies and is designed for use by investors, companies, NGOs and other interested stakeholders.

For more information, go to [www.bbfaq.com](http://www.bbfaq.com) or contact the Programme Director, Nicky Amos: [nicky@nicky-amos.co.uk](mailto:nicky@nicky-amos.co.uk).



**APPENDIX 1: 2017 Benchmark Questions and Scoring**

<b>MANAGEMENT COMMITMENT AND POLICY</b>	
<b>Question 1. Does the company acknowledge farm animal welfare as a business issue?</b>	
Acknowledging farm animal welfare as a business issue is an important first step towards implementing a comprehensive approach to farm animal welfare management. It is good practice for food companies to identify whether and why farm animal welfare is a relevant issue for the business.	
No evidence that farm animal welfare is regarded as a relevant business issue.	0
Farm animal welfare is identified as a relevant business issue.	10
<b>(Max Score 10)</b>	

<b>Question 2. Does the company publish an overarching corporate farm animal welfare policy (or equivalent)?</b>	
It is good practice for companies to formalise their approach to animal welfare in a policy (or equivalent document such as a statement of guiding principles, a code of practice or a sourcing charter). While the existence of a policy may not provide a guarantee of implementation, the absence of a policy is a clear sign that farm animal welfare is not on the business agenda.	
No evidence of a formal policy statement (or equivalent) on farm animal welfare.	0
Broad commitment to farm animal welfare in a policy statement (or equivalent) but no description of how the policy is to be implemented.	5
Broad commitment to farm animal welfare within a policy statement (or equivalent) and a description of the processes in place to ensure that the policy is effectively implemented.	10
<b>(Max Score 10)</b>	

<b>Question 3. Does the policy statement provide a clear explanation of scope?</b>	
Understanding the scope of a policy is important to understand the breadth of a company's commitment to action on farm animal welfare.	
Scope not specified.	0
Geographical scope not specified.	0

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Scope is limited to certain specified geographies.	2
Scope is universal across all geographies.	5
Species scope not specified.	0
Scope is limited to certain specified species.	2
Scope is universal across all relevant species.	5
Product scope not specified.	0
Scope is limited to own-brand products or ingredients (i.e. the policy does not apply to imported or other brand products).	2
Scope is universal across own brand, imported and other brand products.	5
<b>(Max Score 15)</b>	

<p><b>Question 4. Does the company have a clear position on the avoidance of close confinement and intensive systems for livestock (e.g. sow stalls, concentrated animal feeding operations (CAFOs), feedlots, farrowing crates, single penning, battery cages, tethering, veal crates, force feeding and, for finfish, high stocking densities and close confinement of solitary finfish species)?</b></p>	
<p>Many of the most significant farm animal welfare concerns result from close confinement practices (such as those listed above) or from high stocking densities in the case of finfish. It is good practice for companies to commit to no close confinement of farm animals and to avoid excessively high stocking densities.</p>	
No stated position.	0
The company makes a partial commitment to the avoidance of confinement but the scope (in terms of geography, species, products) is not clearly defined.	1
The company makes a partial commitment to the avoidance of confinement and the scope of the commitment (in terms of geography, species and products) is clearly defined.	3
Universal commitment to avoid confinement across all relevant species, own-brand and other brand products and geographies.	5
<b>(Max Score 5)</b>	

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<b>Question 5. Does the company have a clear position on the avoidance of products from farm animals subject to genetic engineering or cloning and/or their progeny or descendants throughout its products?</b>	
Both cloning and genetic engineering raise serious animal welfare concerns <sup>2</sup> . In farmed fish species this includes heat treatment of eggs to induce triploidy, which renders fish sterile.	
No stated position.	0
The company makes a partial commitment to the avoidance of animals subject to genetic engineering or cloning but the scope (in terms of geography, species or products) is not clearly defined.	1
The company makes a partial commitment to the avoidance of animals subject to genetic engineering or cloning and the scope (in terms of geography, species and products) is clearly defined.	3
Universal commitment to avoidance of animals subject to genetic engineering or cloning across all relevant species, own-brand and other brand products and geographies.	5
<b>(Max Score 5)</b>	

<b>Question 6. Does the company have a clear position on the avoidance of growth promoting substances?</b>	
Antibiotics given at low doses improve food conversion rates, most likely by changing the composition of gut microbiota in a way that enables animals to grow faster using less feed. Hormonal growth promoters are used to specifically promote abnormal muscle growth or milk production in animals farmed for food. The use of growth promoting substances can undermine animal welfare, as they may enable animals to grow or produce milk in a way that puts excessive strain on their physiological capabilities. While the use of hormonal growth promoters and the use of antibiotics for growth promotion are banned in the EU, their use is widely practised outside of Europe.	
No stated position.	0
The company makes a partial commitment to the avoidance of growth promoting substances, but the scope (in terms of geography, species or products) is not clearly defined.	1
The company makes a partial commitment to the avoidance of growth promoting substances, but the scope (in terms of geography, species and	3

<sup>2</sup> For a detailed discussion of the animal welfare implications of cloning and genetic engineering, see Peter Stevenson (2012), *Cloning and Genetic Engineering of Farm Animals*. BFFAW Investor Briefing No. 6 (September 2012) (BFFAW, London), [http://www.bbfaw.com/media/1083/briefing-no6\\_cloning-and-genetic-engineering-of-farm-animals.pdf](http://www.bbfaw.com/media/1083/briefing-no6_cloning-and-genetic-engineering-of-farm-animals.pdf)

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products) is clearly defined.	
Universal commitment to the avoidance of growth promoting substances.	5
<b>(Max Score 5)</b>	

### Question 7. Does the company have a clear position on the reduction or avoidance of antibiotics for prophylactic use?

The over-use of antibiotics in humans and in animals is directly linked to the increase in antibiotic resistance. The use of antibiotics on-farm (typically through feed or water) is frequently prophylactic; effectively 'propping up' intensive farming systems where animals are kept in confined and stressful conditions and where their immune systems are compromised and disease outbreaks can spread rapidly<sup>3</sup>. Companies are expected to commit to reducing the levels of antibiotics they administer routinely and to develop animal production systems that are not reliant on the routine use of antibiotics for disease prevention.

No stated position.	0
The company makes a partial commitment to the reduction or avoidance of the routine use of antibiotics, but the scope (in terms of geography, species or products) is not clearly defined.	1
The company makes a partial commitment to the reduction or avoidance of the routine use of antibiotics, and the scope (in terms of geography, species and products) is clearly defined.	3
Universal commitment to the reduction or avoidance of the routine use of antibiotics across all geographies, species and products.	5
<b>(Max Score 5)</b>	

### Question 8. Does the company have a clear position on the avoidance of routine mutilations (castration, teeth clipping, tail docking, toe clipping, dehorning, desnooding, de-winging, disbudding, mulesing, beak trimming, fin clipping)?

Many farm animals are subjected to procedures that alter their bodies, often with no anaesthesia, causing pain and distress. Examples include beak trimming, castration of beef cattle with knives, branding with hot irons, dehorning of dairy cattle with hot irons, castration and tail docking of pigs, and fin clipping in finfish aquaculture.

<sup>3</sup> See, further, Vicky Bond and Jemima Jewell (2014), The Impacts of Antibiotic Use in Animals on Human Health and Animal Welfare. BBFAW Investor Briefing No. 17 (BBFAW, London).

<http://www.bbfa.com/media/1070/briefing-17-impacts-of-antibiotic-use-in-animals-on-human-health-and-animal-welfare.pdf>

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No stated position.	0
The company makes a partial commitment to the avoidance of routine mutilations but the scope (in terms of geography, species or products) is not clearly defined.	1
The company makes a partial commitment to the avoidance of routine mutilations and the scope (in terms of geography, species and products) is clearly defined.	3
Universal commitment to avoidance of routine mutilations across all relevant species, own-brand and other branded products and geographies.	5
<b>(Max Score 5)</b>	

<b>Question 9. Does the company have a clear position on the avoidance of meat from animals that have not been subjected to pre-slaughter stunning, or (in the case of finfish) meat from animals that have not been rendered insensible?</b>	
It is essential to render an animal unconscious before it is slaughtered in order for it to be insensible to pain, discomfort and stress, until death occurs.	
No stated position.	0
The company makes a partial commitment to avoid the use of meat from animals that have not been subjected to pre-slaughter stunning or from finfish that have not been rendered insensible but the scope (in terms of geography, species or products) is not clearly defined.	1
The company makes a partial commitment to avoid the use of meat from animals that have not been subjected to pre-slaughter stunning or from finfish that have not been rendered insensible and the scope (in terms of geography, species and products) is clearly defined.	3
Universal commitment to avoid the use of meat from animals that have not been subjected to pre-slaughter stunning or from finfish that have not been rendered insensible across all species, own-brand and other branded products and geographies.	5
<b>(Max Score 5)</b>	

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<b>Question 10. Does the company have a clear position on the avoidance of long distance live transportation?</b>	
When being transported, animals can experience hunger, thirst, discomfort, pain, frustration, fear and distress, as well as physical welfare problems including injury, disease, and, in the worst cases, death. For these reasons, transport of live animals should be minimised wherever possible and journeys should be kept as short as possible. Specifically, any transport of a live animal that exceeds 8 hours, from loading to unloading, has been shown to decrease welfare significantly. In the case of farmed fish, handling practices and water quality conditions, particularly oxygenation, can have a significant impact on welfare.	
No stated position.	0
The company makes a partial commitment to avoid the use of long distance transport but the scope (in terms of geography, species or products) is not clearly defined.	1
The company makes a partial commitment to avoid the use of long distance transport and the scope (in terms of geography, species and products) is clearly defined.	3
Universal commitment to avoidance of long distance live transportation across all species, own-brand and other branded products and geographies.	5
<b>(Max Score 5)</b>	

## GOVERNANCE AND MANAGEMENT

### **Question 11. Has the company assigned management responsibility for farm animal welfare to an individual or specified committee?**

When looking at the management of farm animal welfare, both oversight and implementation responsibilities are important. Oversight is necessary to ensure that senior management is aware of the business implications of farm animal welfare and is prepared to intervene when needed (e.g. if there are tensions between the organisation's farm animal welfare policy and other business objectives). However, it is often the case that those charged with oversight know relatively little about the specific details of how to effectively manage farm animal welfare. It is, therefore, important that there are individual(s) responsible for ensuring that the farm animal welfare policy is implemented and that farm animal welfare is effectively managed.

No clearly defined day-to-day management responsibility.	0
No clearly defined senior management responsibility.	0
Published details of the management position with responsibility for farm animal welfare on a day-to-day basis.	5

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Published details of how the board or senior management oversees the implementation of the company's farm animal welfare policy.	5
<b>(Max score 10)</b>	

<b>Question 12. Has the company set objectives and targets for the management of farm animal welfare?</b>	
Objectives and targets are the point where policy commitments are translated into substantive action, and where resources and responsibilities are allocated for the delivery of these objectives and targets.	
No published objectives and targets.	0
Published objectives and targets but with no information on how these are to be achieved.	5
Published objectives and targets together with information on the actions to be taken to achieve these, the resources allocated and the schedule for the delivery of these objectives and targets.	10
<b>(Max score 10)</b>	

<b>Question 13. Does the company report on its performance against its animal welfare policy and objectives?</b>	
Companies should explain how they have performed against their policy commitments, and against their objectives and targets.	
The company does not report on how it has performed against the commitments set out in its overarching policy.	0
The company reports on how it has performed against the commitments set out in its overarching policy.	5
The company does not report on how it has performed against its objectives and targets.	0
The company reports on how it has performed against its objectives and targets.	5
<b>(Max score 10)</b>	

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<b>Question 14. Does the company describe its internal processes for ensuring that its farm animal welfare policy is effectively implemented?</b>	
The effective implementation of a farm animal welfare policy relies on employees who are competent to oversee the implementation of the policy, and on controls that allow the company to respond quickly and effectively in the event of non-compliance with the policy.	
No information provided on employee training in farm animal welfare.	0
Specific training provided to employees in farm animal welfare.	5
No information provided on the actions to be taken in the event of non-compliance with the farm animal welfare policy.	0
The company describes the actions it takes in the event of non-compliance with its farm animal welfare policy.	5
<b>(Max score 10)</b>	

<b>Question 15. Does the company describe how it implements its farm animal welfare policy (or equivalent) through its supply chain?</b>	
Many of the business risks and opportunities associated with farm animal welfare relate to companies' supply chains. Companies have the ability to influence their suppliers' performance both formally (e.g. through contracts, auditing processes) and informally (e.g. through capacity building and education).	
No description of processes for implementing farm animal welfare policy through supply chain.	0
No information on how farm animal welfare is included in supplier contracts.	0
Farm animal welfare incorporated into contractual obligations for suppliers but limited by geography and/or certain products or species.	3
Farm animal welfare incorporated into contractual obligations for suppliers across all species, products and geographies.	5
No information provided on how supplier compliance with contract conditions is monitored.	0
Farm animal welfare specified as part of supplier auditing programme.	5
Specific support and/or education provided to suppliers on farm animal welfare policy/issues.	5
No information provided on the specific support and/or education provided to suppliers.	0
<b>(Max score 15)</b>	

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<b>Question 16. Does the company assure its welfare scheme to a prescribed standard?</b>	
Farm assurance schemes provide frameworks for managing farm animals, including their health and welfare, provenance and the legal compliance of the systems used. They can also play an important role in promoting higher welfare standards. Where species-specific legislation exists, schemes should ensure that minimum legislative standards are met and preferably schemes should lift the standards above the minimum. Where there is no species-specific legislation, assurance standards are increasingly important for protecting welfare. In the case of retailers, this applies to own-brand products only.	
No assurance standard specified.	0
A proportion of products audited to basic farm assurance (or equivalent company) standard, but no information on the balance.	3
A proportion of products audited to a combination of basic and higher farm assurance (or equivalent company) standard, but no information on the balance.	6
100% of products audited to basic farm assurance (or equivalent company) standard.	10
100% of products audited to a combination of a basic farm assurance (or equivalent company) standard and a higher welfare assurance (or company equivalent standard).	15
100% of products audited to higher level (or company equivalent) assurance standard.	20
<b>(Max Score 20)</b>	

## INNOVATION AND LEADERSHIP

### **Question 17. Is the company currently investing in projects dedicated to advancing farm animal welfare practices within the industry?**

Farm animal welfare is a collective issue for the food industry as well as being an individual issue for each company in the industry. Making progress and raising standards across the industry requires individual companies to support research and development programmes to improve farm animal welfare, to share their knowledge and expertise with their suppliers and with their industry peers, to play a supportive role in public policy debates around farm animal welfare, and to support industry and stakeholder initiatives directed at improving farm animal welfare.

No evidence of involvement in research and development programmes to improve farm animal welfare.	0
No evidence of active involvement in advancing farm animal welfare beyond company practices.	0
Evidence of current involvement in research and development programmes to improve farm animal welfare.	5

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Evidence of active involvement in industry or other initiatives (e.g. working groups, supporting NGO lobbying, responding to government consultations) directed at improving farm animal welfare.	5
<b>(Max Score 10)</b>	

<b>Question 18. Has the company received any notable awards or accreditations for its farm animal welfare performance in the last two years?</b>	
Awards from credible animal welfare organisations, consumer associations and industry and farming bodies provide tangible evidence that companies are achieving good/best practices in those areas of their operations covered by the awards. Awards can also play an important role within companies through motivating employees and signalling to senior management that farm animal welfare is an area where the organisation is achieving good/best practice.	
No evidence of notable awards or accreditations in the last two years.	0
The company has received a notable award or accreditation for a single category or species.	5
The company has received a significant award relating to its efforts across a number of species, or the company has received awards for its efforts on different species.	10
<b>(Max Score 10)</b>	

<b>Question 19. Does the company promote higher farm animal welfare to consumers through education and/or awareness-raising activities?</b>	
Companies have an important role to play in raising awareness of farm animal welfare among their customers and clients. This, in turn, should contribute to increases in demand for higher welfare products.	
No evidence of promoting higher farm animal welfare.	0
At least one example of promoting higher farm animal welfare to consumers.	5
Multiple examples of promoting higher farm animal welfare to consumers.	10
<b>(Max Score 10)</b>	

<b>PERFORMANCE REPORTING AND IMPACT</b>	
<b>Question 20. Does the company report on the proportion of animals (or volume of fresh or frozen animal products and ingredients) for own-brand products in its global supply chain that are free from confinement (i.e. those in barn, free range, indoor group housed, outdoor bred/reared)?</b>	
In addition to having clear policy commitments and management practices, companies are expected to maintain strict reporting criteria for animals in their supply chain. This question is looking specifically at measures linked to the housing systems and environmental enrichment of animals in their supply chains. This is because many of the most significant farm animal welfare concerns result from close confinement practices and barren living conditions (such as barren battery cages, sow stalls, farrowing crates, veal crates, concentrated animal feeding operations (CAFOs), feedlots, tethered systems, close confinement of solitary finfish species).	
No reporting on the proportion of animals free from confinement.	0
The company reports on the proportion of animals free from confinement, but this reporting is limited to certain geographies, species or own-brand products.	3
The company reports fully on the proportion of animals free from confinement, covering all relevant geographies, species and own-brand products.	5
<b>(Max Score 5)</b>	

<b>Question 21. Does the company report on the proportion of animals in its global supply chain that are free from routine mutilations (i.e. castration, teeth clipping, tail docking, toe clipping, dehorning, desnooding, de-winging, disbudding, mulesing, beak trimming, fin clipping)?</b>	
In addition to having clear policy commitments and management practices, companies are expected to maintain strict measurement criteria for animals in their supply chain. This question is looking specifically at measures linked to the routine mutilation of animals in their supply chains.	
No reporting on the proportion of animals that are free from routine mutilations.	0
The company reports on the proportion of animals that are free from routine mutilations, but this reporting is limited to certain geographies, species or own-brand products.	3
The company reports fully on the proportion of animals that is free from routine mutilations, covering all relevant geographies, species and own-brand products.	5
<b>(Max Score 5)</b>	

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<b>Question 22. Does the company report on the proportion of animals in its global supply chain that are subject to pre-slaughter stunning?</b>	
In addition to having clear policy commitments and management practices, companies are expected to maintain strict measurement criteria for animals in their supply chain. This question is looking specifically at measures linked to the slaughter of animals (or the rendering of fish insensible) in their supply chains. It is essential to render an animal unconscious before it is slaughtered in order for it to be insensible to pain, discomfort and stress, until death occurs.	
No reporting on the proportion of animals subject to pre-slaughter stunning.	0
The company reports on the proportion of animals subject to pre-slaughter stunning, but this reporting is limited to certain geographies, species or own-brand products.	3
The company reports fully on the proportion of animals subject to pre-slaughter stunning, covering all relevant geographies, species and own-brand products.	5
<b>(Max Score 5)</b>	

<b>Question 23. Does the company report on the average, typical or maximum permitted live transport times for the animals in its global supply chain?</b>	
In addition to having clear policy commitments and management practices, companies are expected to maintain strict measurement criteria for animals in their supply chain. This question is looking specifically at measures linked to the live transportation of animals in their supply chains. When being transported, animals can experience hunger, thirst, discomfort, pain, frustration, fear and distress, as well as physical welfare problems including injury, disease, and, in the worst cases, death. For these reasons, transport of live terrestrial animals should be minimised wherever possible and journeys should be kept as short as possible. Specifically, any transport of a live terrestrial animal that exceeds 8 hours, from loading to unloading, has been shown to decrease welfare significantly. In the case of farmed fish, handling practices and water quality conditions (particularly oxygenation) can have a significant impact on welfare. Conditions for transportation of fish must therefore be suitable and a maximum time limit may be required as determined from species-specific welfare risk assessments.	
No reporting on live transport times.	0
The company partially reports on the live transport times for animals, but reporting is limited to certain geographies, species or products.	3
The company reports fully on the live transport times for animals, covering all relevant species and geographies.	5
<b>(Max Score 5)</b>	

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<b>Question 24. Does the company report on welfare outcome measures (i.e. measures linked to the physical, emotional and/or behavioural wellbeing of animals)?</b>	
<p>In addition to having clear policy commitments and management practices, companies are expected to maintain strict measurement criteria for animals in their supply chain. This question is looking specifically at welfare outcome measures (WOMs) relating to the physical, emotional and/or behavioural wellbeing of animals. WOMs may be quantitative, or qualitative. They should focus on the most important species-specific measures, of physical wellbeing, mental wellbeing and behaviour.</p> <p>WOMs might include for example:</p> <p>For all species: mortality rates</p> <p>For laying hens: end of lay feather coverage, keel bone fractures, bone breakages at slaughter</p> <p>For dairy cows: lameness, mastitis, body condition, involuntary culling rate</p> <p>For pigs: lameness, tail bite and other lesions</p> <p>For broiler chickens: gait score, footpad dermatitis, hockburn, breast blisters</p> <p>For beef: body condition, lameness</p> <p>For rabbits: foot lesions, fur coverage, eye condition</p> <p>For fish: fin and body damage</p> <p>For mental wellbeing: reaction to humans or novelty, fear, comfort)</p> <p>For behaviour: time spent lying/resting, ruminating or being active – foraging, perching, dustbathing, socialising</p> <p>For transportation: injuries, fatigue, road traffic incidents, mortality (dead-on-arrival/DOA)</p> <p>For slaughter: effectiveness of stunning</p>	
No reporting on welfare outcome measures.	0
Partial reporting on welfare outcome measure but reporting is limited to certain species or geographies.	3
Company fully reports on at least one welfare outcome measure per relevant species and/or per relevant geography.	5
<b>(Max Score 5)</b>	

<b>Question 25. Does the company provide an explanation of progress and trends in performance (either in terms of input measures or welfare outcome measures)?</b>	
<p>Companies should provide an explanation of progress and trends in performance and clearly define the scope of reporting (i.e. by geography, by species, by production system, by welfare outcome).</p>	

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The company does not report on progress on animal welfare performance (either in terms of input measures or welfare outcome measures).	0
The company reports on progress on at least one animal welfare performance measure (either an input measure or a welfare outcome measure), but this is limited to certain species, products or geographies and there is no explanation of trends in performance.	4
The company reports on progress on at least one animal welfare performance measure (either an input measure or a welfare outcome measure) in its supply chain, but this is limited to certain species, products or geographies, although it does provide an explanation of progress and trends in performance.	6
The company reports on at least one performance measure (either an input measure or a welfare outcome measure) per relevant species across all geographies, but there is no explanation of progress or trend in performance.	8
The company reports on at least one performance measure (either an input measure or a welfare outcome measure) per relevant species across all geographies, and it provides an explanation of progress or trend in performance.	10
<b>(Max Score 10)</b>	

<b>Question 26. What proportion of laying hens (for shell eggs and fresh/frozen products and ingredients) in the company's global supply chain is cage-free?</b>	
Companies making public commitments to source cage-free eggs should report on the proportion of own brand shell eggs and eggs used as ingredients that are from cage-free hens. NB. Companies that report on the proportion of eggs that are cage-free but do not specify the scope will be awarded minimum points. For retailers and wholesalers, this question applies to all own-brand products.	
0% of laying hens are cage-free, or no reported information.	0
1 – 25% of laying hens are cage-free (or scope of reporting is not clear).	1
26 – 50% of laying hens are cage-free.	3
51 – 75% of laying hens are cage-free.	5
76 – 99% of laying hens are cage-free.	7
100% of laying hens are cage-free.	10
<b>(Max Weighted Score 1.25 – 5*)</b>	

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<b>Question 27. What proportion of fresh/frozen pork products and ingredients in the company's global supply chain is sourced from pigs that are free from sow stalls?</b>	
Companies making public commitments to source sow-stall-free pork should report on the proportion sows that are free from sow stalls. NB. Companies that report on the proportion of pork that is sow stall-free but do not specify the scope will be awarded minimum points. For retailers and wholesalers, this question applies to all own-brand products.	
0% of sows are free from sow stalls, or no reported information.	0
1 – 25% of sows are free from sow stalls (or scope of reporting is not clear).	1
26 – 50% of sows are free from sow stalls.	3
51 – 75% of sows are free from sow stalls.	5
76 – 99% of sows are free from sow stalls.	7
100% of sows are free from sow stalls.	10
<b>(Max Weighted Score 1.25 – 5*)</b>	

<b>Question 28. What proportion of fresh/frozen milk or milk products and ingredients in the company's global supply chain is sourced from cows that are free from tethering?</b>	
Companies making public commitments to source milk from dairy cows that are not tethered should report on the proportion of own brand milk and milk products (including ingredients) that are from dairy cows that are not tethered. NB. Companies that report of the proportion of milk or milk products and ingredients that are sourced from cows that are free from tethering but do not specify the scope will be awarded minimum points. For retailers and wholesalers, this question applies to all own-brand products.	
0% of dairy cows are free from tethering, or no reported information.	0
1 – 25% of dairy cows are free from tethering (or scope of reporting is not clear).	1
26 – 50% of dairy cows are free from tethering.	3
51 – 75% of dairy cows are free from tethering.	5
76 – 99% of dairy cows are free from tethering.	7
100% of dairy cows are free from tethering.	10
<b>(Max Weighted Score 1.25 – 5*)</b>	

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<b>Question 29. What proportion of broiler chickens for own-brand fresh/frozen products and ingredients in the company's global supply chain is reared at lower stocking densities (specifically, 33 kg/m<sup>2</sup> or less)?</b>	
Companies making public commitments to source broiler chickens to higher welfare standards should report on the stocking densities of own brand fresh and frozen chicken meat and ingredients. NB. Companies that report on the proportion of broiler chickens reared at lower stocking densities but do not specify the scope will be awarded minimum points. Companies will not be scored for reporting on the proportion of broiler chickens that are cage-free. (i.e. the actual stocking density or higher welfare/free range systems must be specified). For retailers and wholesalers, this question applies to all own-brand products.	
0% of broiler chickens reared at lower stocking densities, or no reported information.	0
1 – 25% of broiler chickens are reared at lower stocking densities (or scope of reporting is not clear).	1
26 – 50% of broiler chickens are reared at lower stocking densities.	3
51 – 75% of broiler chickens are reared at lower stocking densities.	5
76 – 99% of broiler chickens are reared at lower stocking densities.	7
100% of broiler chickens are reared at lower stocking densities.	10
<b>(Max Weighted Score 1.25 – 5*)</b>	

<b>Question 30. What proportion of laying hens in the company's global supply chain is free from beak trimming or tipping?</b>	
Companies should report on the proportion of laying hens that are free from beak trimming or tipping. NB. Companies that report of the proportion of shell eggs or eggs as ingredients that are sourced from laying hens that are free from beak trimming or tipping but do not specify the scope will be awarded minimum points. For retailers and wholesalers, this question applies to all own-brand products.	
0% of laying hens are free from beak trimming or tipping, or no reported information.	0
1 – 25% of laying hens are free from beak trimming or tipping (or scope of reporting is not clear).	1
26 – 50% of laying hens are free from beak trimming or tipping.	3
51 – 75% of laying hens are free from beak trimming or tipping.	5
76 – 99% of laying hens are free from beak trimming or tipping.	7
100% of laying hens are free from beak trimming or tipping.	10
<b>(Max Weighted Score 1.66 – 5*)</b>	

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<b>Question 31. What proportion of pigs in the company's global supply chain is free from tail docking?</b>	
Companies should report on the proportion of pigs that are free from tail docking. NB. Companies that report of the proportion of fresh/frozen pork products and ingredients that are sourced from pigs that are free from tail docking but do not specify the scope will be awarded minimum points. For retailers and wholesalers, this question applies to all own-brand products.	
0% of pigs are free from tail docking, or no reported information (or scope of reporting is not clear).	0
1 – 25% of pigs are free from tail docking.	1
26 – 50% of pigs are free from tail docking.	3
51 – 75% of pigs are free from tail docking.	5
76 – 99% of pigs are free from tail docking.	7
100% of pigs are free from tail docking.	10
<b>(Max Weighted Score 1.66 – 5*)</b>	

<b>Question 32. What proportion of dairy cows in the company's global supply chain is free from tail docking?</b>	
Companies should report on the proportion of dairy cattle that are free from tail docking. NB. Companies that report of the proportion of fresh/frozen milk products and ingredients that are sourced from cows that are free from tail docking but do not specify the scope will be awarded minimum points. For retailers and wholesalers, this question applies to all own-brand products.	
0% of dairy cows are free from tail docking, or no reported information.	0
1 – 25% of dairy cows are free from tail docking (or scope of reporting is not clear).	1
26 – 50% of dairy cows are free from tail docking.	3
51 – 75% of dairy cows are free from tail docking.	5
76 – 99% of dairy cows are free from tail docking.	7
100% of dairy cows are free from tail docking.	10
<b>(Max Weighted Score 1.66 – 5*)</b>	

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<b>Question 33. What proportion of animals (excluding finfish) in the company's global supply chain is pre-slaughter stunned?</b>	
This Question applies to all products (including other brand products) and is looking specifically at measures linked to the slaughter of animals in their supply chains. It is essential to render an animal unconscious (through for example captive bolt and stun to kill methods including electrical stunning, gas stunning, gas stun to kill) before it is slaughtered in order for it to be insensible to pain, discomfort and stress, until death occurs. NB. Companies that report of the proportion of animals that have been pre-slaughter stunned but do not specify the scope will be awarded minimum points. This question currently excludes finfish because finfish are slaughtered in commercial aquaculture systems using a variety of methods, which, depending on the species and husbandry system, may or may not involve pre-slaughter stunning).	
0% of products are from animals that have been pre-slaughter stunned, or no reported information.	0
1 – 25% of products are from animals that have been pre-slaughter stunned (or scope of reporting is not clear).	1
26 – 50% of products are from animals that have been pre-slaughter stunned.	3
51 – 75% of products are from animals that have been pre-slaughter stunned.	5
76 – 99% of products are from animals that have been pre-slaughter stunned.	7
100% of products are from animals that have been pre-slaughter stunned.	10
<b>(Max Weighted Score 5)</b>	

<b>Question 34. What proportion of animals (excluding finfish) in the company's global supply chain is transported within specified maximum journey times?</b>	
This Question applies to all products (including other brand products) and is looking specifically at measures linked to the live transportation of animals in their supply chains. When being transported, animals can experience hunger, thirst, discomfort, pain, frustration, fear and distress, as well as physical welfare problems including injury, disease, and, in the worst cases, death. For these reasons, transport of live terrestrial animals should be minimised wherever possible and journeys should be kept as short as possible. Specifically, any transport of a live terrestrial animal that exceeds 8 hours, from loading to unloading, has been shown to decrease welfare significantly. NB. Companies that report of the proportion of animals that have been transported in 8 hours or less but do not specify the scope will be awarded minimum points.	
This Question currently excludes finfish because the key welfare issues concern the pumping, crowding and poor handling of finfish, as well the deterioration of water quality, especially the depletion of oxygen or accumulation of carbon dioxide and ammonia.	
0% of animals are transported in 8 hours or less, or no reported information (or scope of reporting is not clear).	0

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1 – 25% of animals are transported in 8 hours or less.	1
26 – 50% of animals are transported in 8 hours or less.	3
51 – 75% of animals are transported in 8 hours or less.	5
76 – 99% of animals are transported in 8 hours or less.	7
100% of animals are transported in 8 hours or less.	10
<b>(Max Weighted Score 5)</b>	

**Notes:**

- 1. For Questions 26-29, we will only assess those questions that are relevant to the company. We will assess relevant questions and use the average scores to calculate the overall score for these questions, with the maximum possible score being five (5) points.
- 2. For Questions 30-32, we will only assess those questions that are relevant to the company. We will assess relevant questions and use the average scores to calculate the overall score for these questions, with the maximum possible score being five (5) points.

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## APPENDIX 2

Examples of companies making specific references to the BBFAW in their corporate communications:

BBFAW Company	Web Link
Barilla	<a href="http://www.barillagroup.com/en/search/node/BBFAW">http://www.barillagroup.com/en/search/node/BBFAW</a>
BRF	<a href="https://www.brf-global.com/brasil/en/brfs-animal-welfare-practices-receive-international-recognition">https://www.brf-global.com/brasil/en/brfs-animal-welfare-practices-receive-international-recognition</a>
	<a href="https://www.brf-global.com/brasil/en/brfs-animal-welfare-practices-receive-international-recognition">https://www.brf-global.com/brasil/en/brfs-animal-welfare-practices-receive-international-recognition</a> / <a href="https://www.brf-global.com/europe/corporate-responsibility/animal-welfare">https://www.brf-global.com/europe/corporate-responsibility/animal-welfare</a>
Coop (Switzerland)	<a href="http://www.coop.ch/pb/site/common/get/documents/coop_main/elements/ueber/geschaef tsbericht/2016/ pdf/COOP_NHB_2015_e_low.pdf">http://www.coop.ch/pb/site/common/get/documents/coop_main/elements/ueber/geschaef tsbericht/2016/ pdf/COOP_NHB_2015_e_low.pdf</a>
	<a href="http://www.coop.ch/pb/site/medien/node/83292358/Lde/index.html">http://www.coop.ch/pb/site/medien/node/83292358/Lde/index.html</a>
Coop (UK)	<a href="http://www.co-operative.coop/search-results/?q=BBFAW">http://www.co-operative.coop/search-results/?q=BBFAW</a>
Cranwick	<a href="https://cranwick.plc.uk/news/cranwick-lead-way-animal-welfare-standards-across-pork-producers/">https://cranwick.plc.uk/news/cranwick-lead-way-animal-welfare-standards-across-pork-producers/</a>
	<a href="https://cranwick.plc.uk/sites/default/files/Cranwick%20plc%20Annual%20Report%202016.pdf">https://cranwick.plc.uk/sites/default/files/Cranwick%20plc%20Annual%20Report%202016.pdf</a>
Greggs	<a href="https://corporate.greggs.co.uk/press-releases/greggs-achieves-tier-3-rating-in-the-2015-bbfaw-report">https://corporate.greggs.co.uk/press-releases/greggs-achieves-tier-3-rating-in-the-2015-bbfaw-report</a>
	<a href="https://corporate.greggs.co.uk/social-responsibility/responsible-sourcing/animal-welfare/">https://corporate.greggs.co.uk/social-responsibility/responsible-sourcing/animal-welfare/</a>
	<a href="https://corporate.greggs.co.uk/sites/default/files/GREGGS_23781_AR_2015_web.pdf">https://corporate.greggs.co.uk/sites/default/files/GREGGS_23781_AR_2015_web.pdf</a>
J Sainsbury's	<a href="http://www.j-sainsbury.co.uk/media/3169495/sainsburys_ar_2016_2005.pdf">http://www.j-sainsbury.co.uk/media/3169495/sainsburys_ar_2016_2005.pdf</a>
JBS	<a href="http://relatorioanual.jbs.com.br/en/2015/2015_JBS_RAS_english.pdf">http://relatorioanual.jbs.com.br/en/2015/2015_JBS_RAS_english.pdf</a>
Marfrig	<a href="http://www.marfrig.com.br/en/marfrig-global-foods/recognition">http://www.marfrig.com.br/en/marfrig-global-foods/recognition</a>
	<a href="http://www.marfrig.com.br/en/documentos?id=739">http://www.marfrig.com.br/en/documentos?id=739</a>
	<a href="http://www.marfrig.com.br/en/documentos?id=761">http://www.marfrig.com.br/en/documentos?id=761</a>
	<a href="http://www.globalri.com.br/marfrig/2015/en/#intangibles">http://www.globalri.com.br/marfrig/2015/en/#intangibles</a>
	<a href="http://www.globalri.com.br/marfrig/2015/en/#message_ca">http://www.globalri.com.br/marfrig/2015/en/#message_ca</a>
Marks & Spencer	<a href="https://corporate.marksandspencer.com/blog/stories/mands-leads-in-global-animal-welfare-benchmark">https://corporate.marksandspencer.com/blog/stories/mands-leads-in-global-animal-welfare-benchmark</a>
	<a href="http://corporate.marksandspencer.com/plan-a/our-approach/food-and-household/product-standards/farm-animal-health-and-welfare">http://corporate.marksandspencer.com/plan-a/our-approach/food-and-household/product-standards/farm-animal-health-and-welfare</a>
	<a href="http://corporate.marksandspencer.com/investors/89db73e54804477bb1e2b52e09306e43">http://corporate.marksandspencer.com/investors/89db73e54804477bb1e2b52e09306e43</a>
McDonald's	<a href="http://corporate.mcdonalds.com/mcd/sustainability/sourcing/animal-health-and-welfare/legacy-of-commitment.html">http://corporate.mcdonalds.com/mcd/sustainability/sourcing/animal-health-and-welfare/legacy-of-commitment.html</a>
Migros	<a href="https://generation-m.migros.ch/dam/jcr:83f78ff4-5866-48c9-9d37-e2802c6b6c2a/Fachdokumentation%20Tierwohl%20Juli16.pdf">https://generation-m.migros.ch/dam/jcr:83f78ff4-5866-48c9-9d37-e2802c6b6c2a/Fachdokumentation%20Tierwohl%20Juli16.pdf</a>
Nestlé	<a href="http://www.nestle.com/csv/rural-development-responsible-sourcing/responsible-">http://www.nestle.com/csv/rural-development-responsible-sourcing/responsible-</a>

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	<a href="#">sourcing/animal-welfare</a>
<b>Noble Foods</b>	<a href="https://www.noblefoods.co.uk/corporate-social-responsibility/">https://www.noblefoods.co.uk/corporate-social-responsibility/</a>
<b>Premier Foods</b>	<a href="http://www.premierfoods.co.uk/media/news-features/Items/We-move-up-in-the-Business-Benchmark-for-Animal-We">http://www.premierfoods.co.uk/media/news-features/Items/We-move-up-in-the-Business-Benchmark-for-Animal-We</a>
	<a href="http://www.premierfoods.co.uk/getattachment/337d6be6-dab0-46e5-bf57-ac2b17b4c223/Premier-Foods-Annual-Report-2015-16.aspx">http://www.premierfoods.co.uk/getattachment/337d6be6-dab0-46e5-bf57-ac2b17b4c223/Premier-Foods-Annual-Report-2015-16.aspx</a>
<b>Unilever</b>	<a href="https://www.unilever.com/sustainable-living/what-matters-to-you/farm-animal-welfare.html">https://www.unilever.com/sustainable-living/what-matters-to-you/farm-animal-welfare.html</a>
<b>Vion Food Group</b>	<a href="http://www.vionfoodgroup.com/index.php?id=1592&amp;tx_maxnews_pi2[action]=show&amp;tx_maxnews_pi2[controller]=Post&amp;tx_maxnews_pi2[post]=766&amp;cHash=7d4ed0758fb02bd6cfb03527872d805e">http://www.vionfoodgroup.com/index.php?id=1592&amp;tx_maxnews_pi2[action]=show&amp;tx_maxnews_pi2[controller]=Post&amp;tx_maxnews_pi2[post]=766&amp;cHash=7d4ed0758fb02bd6cfb03527872d805e</a>
<b>John Lewis Partnership/ Waitrose</b>	<a href="http://www.johnlewispartnership.co.uk/csr/sourcing-responsibly/animal-welfare.html">http://www.johnlewispartnership.co.uk/csr/sourcing-responsibly/animal-welfare.html</a>
	<a href="http://content.yudu.com/web/6chp/0A3m5v2/reportsaccounts2016/flash/resources/index.htm?refUrl=http%253A%252F%252Fwww.johnlewispartnership.co.uk%252Ffinancials%252Ffinancial-reports%252Fannual-reports.html">http://content.yudu.com/web/6chp/0A3m5v2/reportsaccounts2016/flash/resources/index.htm?refUrl=http%253A%252F%252Fwww.johnlewispartnership.co.uk%252Ffinancials%252Ffinancial-reports%252Fannual-reports.html</a>
	<a href="http://www.waitrose.com/home/inspiration/about_waitrose/the_waitrose_way/waitrose_animal_welfarecommitments.html">http://www.waitrose.com/home/inspiration/about_waitrose/the_waitrose_way/waitrose_animal_welfarecommitments.html</a>
<b>Whitbread</b>	<a href="http://www.whitbread.co.uk/content/dam/whitbread/pdfs/corporate-responsibility/reports-presentations/Whitbread%20Corporate%20Responsibility%20Report%202015_16.pdf">http://www.whitbread.co.uk/content/dam/whitbread/pdfs/corporate-responsibility/reports-presentations/Whitbread%20Corporate%20Responsibility%20Report%202015_16.pdf</a>