

**BBFAW**

Business Benchmark on  
Farm Animal Welfare

# The Business Benchmark on Farm Animal Welfare 2023 Report

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Authors: Nicky Amos, Dr Nathan Rhys Williams MRCVS and Jessica Doten Axberg



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## **BBFAW**

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Farm Animal Welfare**

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### **The Business Benchmark on Farm Animal Welfare**

The Business Benchmark on Farm Animal Welfare (BBFAW) is the leading global measure of farm animal welfare management, policy commitment, performance and disclosure in food companies. It enables investors, companies, NGOs and other stakeholders to understand corporate practice and performance on farm animal welfare, and it drives — directly and through the efforts of others — corporate improvements in the welfare of animals reared for food.

The BBFAW Secretariat maintains the Global Investor Statement on Farm Animal Welfare and convenes the Global Investor Collaboration on Farm Animal Welfare, a collaborative engagement between major institutional investors and food companies on the issue of farm animal welfare. In addition, the BBFAW Secretariat manages extensive engagement programmes with companies and with investors and provides practical guidance and tools for companies and for investors on key animal welfare issues.

The programme is supported by Compassion in World Farming and FOUR PAWS, who provide technical expertise, guidance, funding and practical resources, alongside supporting the assessed food businesses with training, programmatic expertise and consultancy engagement.

More information on the programme can be found at [www.bbfaaw.com](http://www.bbfaaw.com)



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### **Compassion in World Farming**

Compassion in World Farming is the leading international farm animal welfare organisation dedicated to ending factory farming and reshaping the food system to benefit the lives of animals, people, and the health of the planet. Through campaigning, lobbying for legislative change, and positive engagement with the global food industry, we seek to influence key decision makers that shape, make and fund the food system.

Through our Food Business programme, we work in partnership with leading food companies to drive transformational change for farm animal welfare, reduce the reliance on animal sourced foods and encourage a shift to regenerative farming practices. The team offers strategic advice and expert technical support for the development, implementation and communication of higher welfare policies and practices, and solutions and frameworks for a future-fit food system.

Compassion engages directly with many of the companies evaluated in the BBFAW to highlight and support with policy development, welfare improvement and transparent reporting. The Food Business team uses the Benchmark alongside Compassion's other tools such as the Supermarket Survey, its Awards programme, EggTrack, ChickenTrack, and its advisory services to help companies understand how they are performing relative to their peers, to identify areas and mechanisms for continuous improvement, and to highlight sources of risk and opportunity.

More information on Compassion in World Farming can be found at: [www.ciwf.org](http://www.ciwf.org)

More information on the work of the Food Business team at Compassion in World Farming can be found at: [www.compassioninfoodbusiness.com](http://www.compassioninfoodbusiness.com)



FOUR PAWS is the global animal welfare organisation for animals under direct human influence, which reveals suffering, rescues animals in need and protects them. Founded in 1988 in Vienna by Heli Dungler, the organisation advocates for a world where humans treat animals with respect, empathy and understanding. FOUR PAWS has been working for decades to improve conditions in relation to the breeding, transport and slaughter of so-called farm animals such as cattle, ducks, poultry, pigs and sheep. FOUR PAWS' other sustainable campaigns and projects focus on companion animals including stray dogs and cats and wild animals — such as bears, big cats and orangutans — kept in inappropriate conditions as well as in disaster and conflict zones. With offices in Australia, Austria, Belgium, Bulgaria, Germany, Kosovo, the Netherlands, Switzerland, South Africa, Thailand, Ukraine, the UK, the USA and Vietnam as well as sanctuaries for rescued animals in eleven countries, FOUR PAWS provides rapid help and long-term solutions. For more information on the farm animal welfare work at FOUR PAWS Farm Animals — FOUR PAWS International — Animal Welfare Organisation [www.four-paws.org](http://www.four-paws.org)

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**BBFAW**

# Foreword



# Greggs PLC

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**Our dedication to protecting animal welfare has been a key strategic priority for a number of years**

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Our purpose is to make great tasting, freshly prepared food accessible to everyone. At Greggs, we are committed to being a responsible business and farm animal welfare remains a top priority. Founded in 1939, we are proud to have been around for over 85 years and now have 2,500 shops and over 32,000 amazing colleagues across the UK. We may have grown, but our dedication to doing good and leading positive change for our colleagues, customers, suppliers and the communities in which we serve remains strong.

We launched The Greggs Pledge in 2021, to bring all of the good work we were already doing and our ambition to do even more under one umbrella with dedicated strategic focus, clear targets, deliverables, transparency and accountability through publication externally alongside our Annual Report and Accounts.

The Greggs Pledge is focused on ten commitments that sit within three clear strategic priorities in which we know we can make the most impact and difference and challenge ourselves to be bolder and better: Stronger healthier communities, Safer planet and Better business.

Our dedication to protecting animal welfare has been a key strategic priority for a number of years, and so as a business, we felt strongly that it should have its own dedicated commitment as part of The Greggs Pledge. The Board monitors the progress we make against our pledge commitments, including Farm Animal Welfare, ensuring it remains a priority and is kept in-focus and front of mind for our management teams.

Raising animal welfare standards in our supply chain is a team effort: we are in ongoing conversations with our suppliers, setting out what we expect from them, and supporting them to achieve it. This engagement usually begins with educating a supplier on the issues that concern us and the Greggs Farm Animal Welfare Standards, which we then support them to deliver through visits, audits, and questionnaires.

The Business Benchmark on Farm Animal Welfare (BBFAW) is the leading global measure of how 150 of the world's largest food companies are managing and reporting on farm animal welfare as an integral part of the transition to a sustainable food system. Greggs are proud to have been involved since BBFAW's inception in 2012, and to be assessed annually since.

Over that time, the company has demonstrated a commitment to continuous improvement on farm animal welfare and has been ranked amongst the top-performing companies in the benchmark in recent years.

We are committed advocates for farm animal welfare and welcome BBFAW's decision to introduce a new standard with tougher criteria — ultimately accelerating the pace of change.

In a pilot benchmark of the new standard conducted in 2022, Greggs moved from Tier Two to Tier Three. While still ahead of average and considered a leader in farm animal welfare, given the more demanding standards now in place, we do not expect to achieve Tier One by 2025 as originally targeted. Instead, we will work towards the new requirements over the longer term, as part of our continuous journey of improvement.

## Foreword

## Continued

We firmly believe that making the standards more demanding is the right thing to do, placing more emphasis on the welfare outcomes and improving the lives of the animals reared to feed us.

### Driving progress

In 2023 we introduced the Greggs Broiler Chicken Standard and updated the Greggs Farm Animal Welfare (FAW) standards. We wanted to improve broiler chicken welfare, fulfilling as many of the Better Commitment Chicken (BCC) criteria as possible. All our chicken will be reared at a stocking density of 30Kg/M<sup>2</sup> with improved mobility and leg health to the original BCC timing. We will continue to work to move our supply to slower growing breeds.

Reducing our reliance on animal-sourced foods is an important part of how we can help protect our planet, by reducing carbon emissions and the use of the planet's natural resources, like water. It also benefits nature by helping prevent deforestation, increase biodiversity, and support soil restoration.

Reducing animal-sourced food consumption in favour of a plant-based diet can benefit human health, while also improving food security by offering alternatives. Our customers are increasingly looking for alternatives to animal-sourced foods and we are responding by expanding our Vegan and Vegetarian Range, reducing our reliance on animal-sourced foods through protein diversification and reformulation, and by reducing waste.

Another way to reduce our use of animal-sourced foods is to improve efficiency and avoid waste. 'Putting an end to food waste' and 'Going carbon neutral' are both commitments outlined in The Greggs Pledge.

Some of the requirements will take time as they will need changes in practices, infrastructure, and investment to deliver. There will be 'bumps' in the road as we implement these, but the overall direction of travel is the right one.



**Roisin Currie**  
CEO, Greggs PLC

*Roisin Currie*

# FOUR PAWS



**Dr Martina Stephany**  
Senior Programmes Director

Scientists agree that animals are sentient beings. Yet every year the number of animals slaughtered for food increases. Factory farming routinely disregards and harms animals while ignoring their needs. In addition to cruel practices, it fuels the climate crisis, drives deforestation, biodiversity loss and pollution. On top of that, the massive use of antibiotics poses a threat to human health. There is no doubt that intensive farming harms animals, human health and the planet.

This is why FOUR PAWS supports BBFAW's work to encourage higher animal welfare. The BBFAW report is an important tool to track the status of animal welfare within the food industry, as its stakeholders have a pivotal position in facilitating a shift towards better animal welfare.

For the first time, we publish the results of the revised BBFAW criteria, focusing much more on impact indicators and introducing questions about reducing our reliance on animal protein. It finds that initiatives are in place and change is happening. This is great — however, there remains much room for improvement — and we need to speed up progress as one of the necessary measures to enable animal welfare is a significant reduction in the number of animals kept.

The food industry plays a role in driving positive change towards animal welfare. As society becomes increasingly conscious of animal welfare and the environmental impact of industrial farming, it is essential for the food industry to lead the way in implementing responsible practices. The food industry, encompassing producers, manufacturers, distributors, and retailers, has the power to shape consumer preferences.

It is crucial for the food industry to actively adopt and promote animal welfare and to ensure that animals raised for food are treated with respect and empathy according to the Five Domains. Companies can further empower consumers to make informed choices by offering transparency in labeling and providing easily accessible information about the welfare and farming practices behind their products. By prioritizing animal welfare and supporting plant-based diets, the industry can create a ripple effect that transforms our entire food system.

Keeping in mind the cruelty towards animals and the massive effect on our planet, we cannot afford to be slow and change only bits and pieces in a bad system. We need food industry players to collaborate and act as trend setters and role models, sharing best practices and creating a movement that transform our entire food system. The food industry needs to work closely with animal welfare organisations, farmers, and policymakers to establish standards that ensure the well-being of animals and a diet rich in plants. By sharing knowledge and expertise, we can collectively create a more compassionate and sustainable food system within planetary boundaries that is healthy for animals, humans and the planet.

*Martina Stephany*



# Acknowledgements

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We would like to thank the following for their support of this project and their contribution to the design and development of the 2023 Benchmark:

- Philip Lymbery, Dr Tracey Jones, Louise Valducci, Amélie Legrand and the Food Business team (Compassion in World Farming).
- Gerald Dick, Martina Stephany, Marlene Kirchner, Helena Manzenreiter, Carolina Cardoso Nagib Nascimento, Kaja Salobir and colleagues at FOUR PAWS.
- The many companies who have engaged with the BBFAW programme over the past year and who provided feedback during the assessment process.
- The many investors who have continued to engage with the BBFAW programme and the companies covered by the BBFAW.
- The team of BBFAW assessors and reviewers.

# Revisions to the BBFAW Benchmark

The BBFAW is the leading global benchmark for assessing companies on their farm animal welfare policies, practices and performance. Since its inception in 2012, it has evolved into a comprehensive programme, enabling investors, companies, and stakeholders to gauge the effectiveness of food companies' practices in managing farm animal welfare. BBFAW serves as a catalyst for driving enhanced corporate performance and practices on critical farm animal welfare issues. Furthermore, through providing transparent insights and encouraging accountability, BBFAW plays a pivotal role in fostering continuous improvement and advancing global standards for the welfare of farm animals.

Over the last decade, we have seen a steady increase in overall scores and company Tier ranking in the Benchmark, largely due to significant progress by companies to formalise their farm animal welfare management processes and systems, and an increasing proportion of companies publishing welfare-related targets and objectives. Despite this, investors and other stakeholders remain concerned at the slow pace of performance improvements by companies. For instance, despite introducing performance indicators in 2016, the overall average score for the 10 performance impact questions in 2021 was just 12%, and 48 companies (32%) scored 0%, meaning they had yet to demonstrate that they were delivering any improved welfare benefits for farm animals in their operations and/or supply chains. Consequently,

in 2022, the BBFAW partners made the decision to pause the benchmark and re-assess how the BBFAW framework could be updated with a particular focus on driving performance impact.

The most substantial change to the 2023 assessment criteria has been the increased focus on performance impact. The number of questions on performance impact has been increased from 10 to 20, and these questions now represent 55% of the overall benchmark score (compared to 45% in 2021). This increased focus on performance impact reflects the Benchmark's role in driving meaningful change and ensuring tangible improvements to the lives of farm animals reared for food.

Another significant change has been the introduction of questions focused on reducing reliance on animal-sourced foods in human diets. Our dependence on intensive animal agriculture is not only detrimental for animal welfare, but is a major driver of the global climate, nature and health crises. Over 92 billion land animals are farmed for food every year<sup>1</sup>, with an estimated additional 124 billion farmed fish<sup>2</sup>. To enable this level of production, 40% of global crop calories is used to feed animals<sup>1</sup>, with, for example, 97% of the world's soy destined for livestock<sup>2</sup>. At least three-quarters of farmed land animals are in intensive production systems that do not allow for good welfare and many of these systems rely on the routine use of antibiotics to compensate for overcrowding and a higher propensity to disease.

<sup>1</sup> <https://www.fao.org/faostat/en/#home>

<sup>2</sup> <https://fishcount.org.uk/fish-count-estimates-2/numbers-of-farmed-fish-slaughtered-each-year>

Evolving consumer attitudes to animal sourced foods, coupled with the need to create a more sustainable food system places an expectation on companies to play an active part in the transition. Corporate action is essential to create a sustainable food system that supports the basic principles of food nutrition, planetary health, human well-being, and animal health and welfare. The questions introduced are grouped within a new 'Reducing Reliance on Animal Sourced Foods' pillar of the assessment criteria and closely follow the structure of the established farm animal welfare questions.

The changes introduced have led to a resetting of the benchmark, with the BBFAW 2023 results representing a new baseline. The reduction in overall average score seen this year, and the changes to companies' Tier rankings, are in line with modelling conducted during development of the revised criteria in 2022. We expect to continue to see year-on-year improvements in the overall average score and company Tier rankings from this new baseline, in line with the improvements seen over the first 10 years of the Benchmark 2012-2021.



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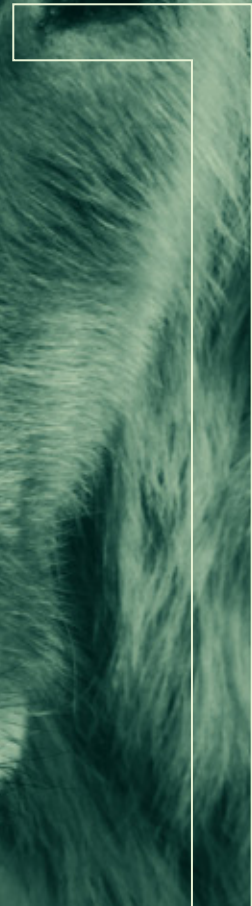
# 92bn

land animals are farmed for food each year, with an estimated additional 124bn farmed fish

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**BBFAW**

# 2023 Benchmark Highlights



# 2023 Benchmark Highlights

## Headline Findings

### 1. Farm animal welfare remains an important and relevant business issue

Farm animal welfare remains firmly on the business agenda for food companies, with 143 of the 150 global food companies (95%) acknowledging farm animal welfare as a business issue. Of these companies, 131 (87%) have formalised their management commitments through published policies.

However, 19 global food companies (13%) have yet to publish a formal farm animal welfare policy, which raises concerns about whether they have assessed and understood the business risks and opportunities presented by farm animal welfare in their operations and supply chains.

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# 95%

**of companies acknowledge farm animal welfare as a business issue**

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### 2. Companies have begun to report on performance impact, but progress is slow

Reporting on performance impact is increasingly important for investors if they are to understand the effectiveness of companies' animal welfare policy commitments and their implementation. In total, 109 companies (73%) report some performance impact data across their global supply chain, but the nature of this reporting is piecemeal, with data limited to specific species and/or specific geographies and/or specific products.

Reporting on the proportion of laying hens that are cage-free (reported on by 67% of companies with eggs in their supply chain) continues to be the most reported performance measure. Performance impact, however, is lower, with only 28 companies (20%) reporting more than 60% of the laying hens in their global supply chains are cage-free. Poorer performance reporting is seen across the other species, particularly beef cattle and farmed fish, which are new focus areas in the BBFAW, but also for pigs and dairy cattle, for which performance impact questions have been included in the BBFAW since 2016.

Consequently, the average score across 20 performance impact questions is low at just 7%. Individually, companies are assigned an Impact Rating (A to F) based on their scoring across all performance impact questions (see Table 1.2 for definitions of Impact Ratings A-F). Only 6 companies (4%) achieve a C Impact Rating, demonstrating welfare benefits for a proportion of farm animals in their global supply. A majority of companies (93%) achieve a E or F Impact rating indicating that these companies are yet to demonstrate that they are delivering welfare benefits for farm animals in their supply chains.



### 3. Companies have set time-bound targets to address critical animal welfare issues, but these are largely limited to laying hens and broiler chickens

Over the past decade, there has been significant movement in the number of companies setting time-bound targets for specific animal welfare issues. Overall, 110 of the benchmarked companies (73%) have published formal time-bound targets<sup>3</sup> for species-specific animal welfare improvements.

Time-bound targets on cage-free eggs — an issue that is widely regarded as a baseline welfare requirement — have been adopted by 73% of the companies that have eggs in their supply chains (103 of 141 companies). Additionally, 31% of companies that have broiler chickens in their supply chain (42 of 134 companies) have set targets to achieve the ‘Better Chicken Commitment’ or ‘European Chicken Commitment’ which prescribe a specific set of scientifically proven requirements to improve broiler welfare, by animal welfare NGOs.

Meanwhile, other species are being overlooked. Only 9% of companies with pigs in their supply chain have set time-bound targets for ending the use of sow stalls/gestation crates for sows (13 of 137 companies) and only 10% have set targets for ending the use of farrowing crates for sows (14 of 137 companies). Only 18% of companies with dairy cows in their supply chain have set targets for ending the use of tethering (26 of 144 companies).

#### **4. One in four global food companies recognises the need to reduce reliance on animal sourced foods and allow for higher welfare as part of a sustainable food system**

In line with the findings of major scientific institutions — the Intergovernmental Panel on Climate Change (IPCC 2023), the Intergovernmental Science Platform on Biodiversity (IPBES 2019), and the EAT-Lancet Commission (EAT Forum 2019a) — there is increasing recognition that intensive animal agriculture is not only detrimental for animal welfare, but is a major driver of the global climate, nature and health crises. Animal sourced foods must begin to play a much smaller role human diets if we are to avoid exceeding planetary boundaries, and a reduction in consumption will facilitate transition to higher welfare, regenerative production systems. It is for this reason the new Reducing Reliance on Animal Sourced Foods pillar has been introduced to the Benchmark, to assess whether companies recognise their role in addressing the issue and what solutions they are adopting to approach this issue.

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# 25%

**of companies recognise the need to reduce reliance on animal sourced foods**

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Of the 150 companies in the Benchmark, 38 (25%) acknowledge the need to reduce reliance on animal sourced foods as a business issue, with many of these citing environmental factors, notably carbon reduction, and consumer interest in alternative proteins as the main drivers. Nineteen companies (13%) have published formal policy commitments on reducing reliance on animal sourced foods and 21 companies (14%) have published time-bound targets. Whilst this issue remains a relatively immature business issue, we expect to see marked improvements in performance as companies begin to formalise their commitments to transitioning to a more sustainable food system.

## Company Tier Rankings

The companies are grouped into one of six tiers, based on their overall percentage scores, as indicated in Table 1.1. A composite picture of 2023 company scores by Tier ranking and by Impact Rating (IR) appears in Figure 1.1.

Table 1.1  
**BBFAW Tiers**

Tier		Percentage score
1	The company has taken a leadership position on farm animal welfare	>80%
2	The company has made farm animal welfare an integral part of its business strategy	62-80%
3	The company has an established approach to a farm animal welfare but has more work to do to ensure it is effectively implemented	44-61%
4	The company is making progress on implementing its policies and commitments on farm animal welfare	27-43%
5	The company has identified farm animal welfare as a business issue but provides limited evidence that it is managing the issue effectively	11-26%
6	The company provides limited if any evidence that it recognises farm animal welfare as a business issue	<11%



Figure 1.1  
BBFAW 2023 Company Tier Rankings and Impact Rating IR

Tier 1 Leadership	Tier 2 Integral to business strategy	Tier 3 Established but work to be done	Tier 4 Making progress on implementation	Tier 5 On the business agenda but limited evidence of implementation	Tier 6 No evidence on the business agenda
0	3	6	18	65	58
	Marks & Spencer PLC C	Co-op UK D	ALDI Süd/ALDI Einkauf SE & Co. Ohg F	(The) Kroger Company F	Aeon Group F
	Premier Foods PLC C	Cranwick PLC C	Barilla SpA E	2 Sisters Food Group (Boparan Holdings Ltd) F	Albertsons F
	Waitrose C	Greggs PLC D	BRF SA E	Agro Super F	Alimentation Couche-Tard F
		Groupe Danone SA C	Carrefour SA F	Ahold Delhaize F	Amazon/Whole Foods Market F
		Migros-Genossenschafts-Bund C	Compass Group PLC F	ALDI Einkauf SE & Co. Ohg (ALDI Nord) F	Autogrill SpA F
		Noble Foods D	Danish Crown AmbA E	Aramark Corporation F	Beijing Dabeinong Technology Group Co., Ltd. F
			Fonterra E	Arla Foods Ltd F	BJ's Wholesale Club Holdings F
			Groupe Lactalis E	Bellis Topco Ltd./Asda F	Bloomin' Brands Inc F
			Hilton Food Group F	Bimbo F	C&S Wholesale F
			J Sainsbury PLC D	Cargill F	Campbell Soup Company F
			LDC Groupe F	Casino Guichard-Perrachon SA F	Camst - La Ristorazione Italiana Soc. Coop. ARL F
			Les Mousquetaires E	Charoen Pokphand Foods F	Cencosud F
			Marfrig Global Foods SA E	Chipotle Mexican Grill F	Chick-Fil-A F
			Minerva Foods E	Coles Group F	China Resources Vanguard F
			Royal FrieslandCampina E	Colruyt F	China Yurun Group Limited F
			Tesco PLC D	ConAgra F	CKE Restaurants F
			Unilever NV E	Coop Group (Switzerland)/Coop Genossenschaft F	Conad Consorzio Nazionale F
			Woolworths Limited E	Cooperativa Central Aurora Alimentos F	Cooke Seafood Inc F
				Coop Italia F	Costco Wholesale Corporation F
				Coopérative U Enseigne E	Cracker Barrel F
				Cooperl Arc Atlantique F	Dairy Farmers Of America F
				Cremonini SpA F	Darden Restaurants PLC F
				E.Leclerc F	Dico's/Ting Hsin International Group F
				EDEKA Group F	Domino's Pizza Inc F
				Elior Group F	Empire Company/Sobey's F
				Elo Group F	Gategroup Holding AG F
				Ferrero Group F	H E Butt Company F
				General Mills Inc F	Habib's F
				Gruppo Veronesi F	Industrias Bachoco F
				Hershey Co E	Inspire Brands Inc F
				Hormel Foods Corporation F	JAB Holding Company F
				ICA Gruppen AB F	Lianhua Supermarket Holdings Co F
				IKEA (Inter IKEA Group) F	Loblaw Companies Limited F
				JBS SA F	Mars Inc F
				JD Wetherspoon PLC F	Maruha Nichiro F
				Jeronimo Martins F	Meiji Holdings F
				Kerry Group F	Mercadona SA F
				Kraft Heinz Company F	Mondelēz International F
				Maple Leaf Foods F	New Hope Liuhe Co Ltd F
				McDonald's Corporation F	Nippon Ham F
				METRO AG F	Publix Super Markets Inc F
				Metro Inc F	Seaboard Corp F
				Mitchells & Butlers PLC F	Seven & i Holdings F
				Mowi ASA F	Spar Holding AG F
				Nestlé SA F	Starbucks Corporation F
				OSI Group F	Target Corporation F
				Papa John's Pizza F	UNFI F
				Perdue Farms F	Unternehmensgruppe Theo Müller F
				Plukon Food Group F	US Foods F
				Restaurant Brands International F	Walmart Inc F
				REWE Group F	Wayne-Sanderson Farms F
				Saputo Inc F	Wendy's Company (The) F
				Schwarz Gruppe F	Wens Foodstuff Group F
				Sodexo F	WH Group Ltd F
				SSP Group F	Yili Group F
				Subway/Doctor's Associates Inc F	Yonghui Superstores Co Ltd F
				Sysco Corporation F	Yum China Holdings F
				Terrena Group F	Zhongpin Inc F
				The Cheesecake Factory E	
				Tönnies Group F	
				Tyson Foods Inc F	
				Vion Food Group F	
				Whitbread PLC F	
				Wm Morrison Supermarkets PLC F	
				Yum! Brands Inc F	

## Company Impact Ratings

The BBFAW Impact Rating was introduced in 2020 to provide a more accurate picture of the welfare benefit to animals in a company's supply chain.

The scores are based on company scoring across 20 Performance Impact questions. Companies are awarded an Impact Rating of A-F as shown in Table 1.2

**Table 1.2**  
**2023 Impact**  
**Ratings\***

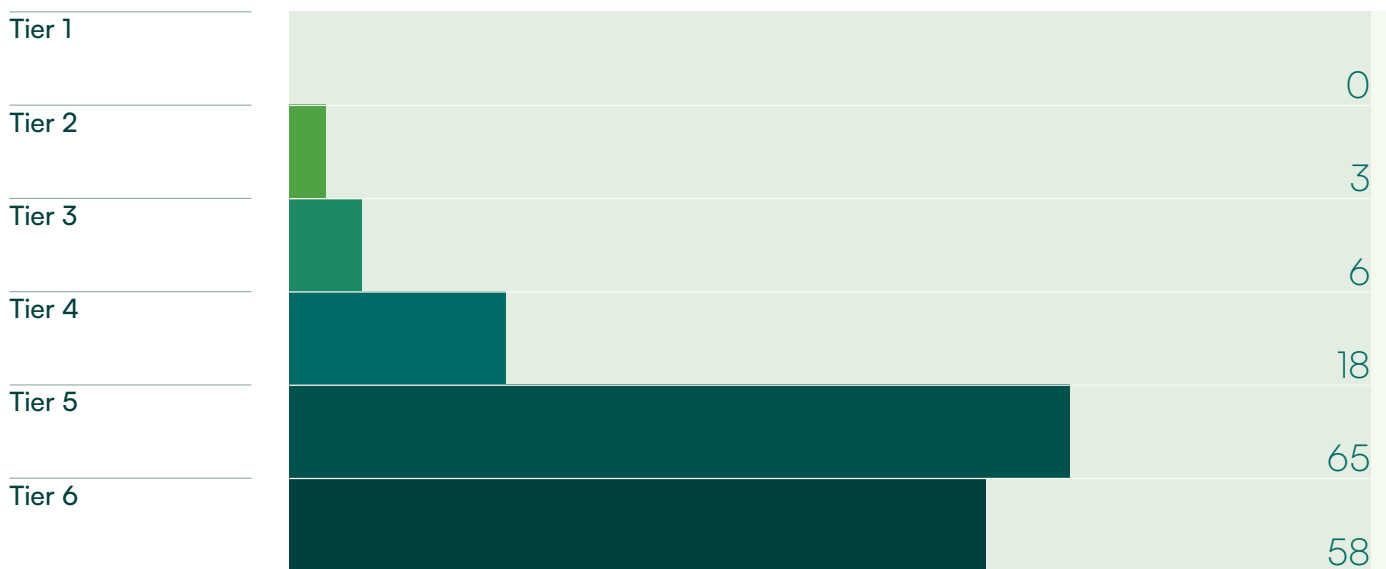
Impact Rating		No. of Companies
A >80%	These companies are declaring improved welfare impacts for a reasonable proportion of farm animals in their operations and/or supply chains.	0
B 62-80%		0
C 44-61%	These companies are declaring improved welfare impacts for at least some farm animals in their operations and/or supply chains.	6
D 27-43%		5
E 11-26%	These companies have yet to demonstrate that they are delivering improved welfare impacts for farm animals in their operations and/or supply chains.	13
F <11%		126

**Note to table:**

\*Impact ratings are based on companies' scores for the 20 performance impact questions, namely Q29 to Q48.

All companies in Tier 2 achieve an Impact Rating of C whilst companies in Tier 3 achieve an Impact Rating of either C or D, which suggests a positive correlation between overall performance in the Benchmark and performance impact. Elsewhere, there are significant variations in the Impact Ratings of companies across Tiers 4, 5 and 6. For example, of the 18 companies in Tier 4, a majority (89%) of companies receive an Impact rating of E or F, which indicates that these companies have yet to demonstrate that they are delivering improved welfare for farm animals in their operations and/or supply chains.

**Figure 2.1**  
**Number of Companies in each Tier**



The overall average score achieved is 17% and the highest score achieved is 68%. This compares to an overall average score of 24% in 2012, when BBFAW was first launched, and 34% in 2021, before the revisions to the criteria developed in 2022 were introduced.

The reduction in overall average score and the changes to companies' Tier rankings in BBFAW 2023 are in line with modelling conducted during development of the revised criteria in 2022. However, three companies achieved Tier 2 status despite the resetting of the benchmark, demonstrating that strong performance on the new Benchmark criteria is possible. We expect to continue to see year-on-year improvements in the overall average score and company Tier rankings from this new baseline, in line with the improvements seen over the first 10 years of the Benchmark 2012-2021.



### Sub-sector Comparison

Producers & Manufacturers outperform Retailers & Wholesalers and Restaurants & Bars (including foodservice companies) with an overall average score of 19%. Retailers & Wholesales achieved an overall average score of 17%, while the Restaurants & Bars subsector achieved 14%.

Of the nine companies ranked in Tiers 2 and 3, four of these are Producers and Manufacturers and four are Retailers and Wholesalers. With only one Restaurant and Bars company achieving a Tier 3 ranking, this sub-sector is underrepresented in the top Tiers of the Benchmark. The nine companies in Tiers 2 and 3 — Marks & Spencer PLC, Premier Foods PLC, Waitrose, Co-op UK, Cranswick PLC, Greggs PLC, Groupe Danone SA, Migros-Genossenschafts-Bund, Noble Foods — are all domiciled in the UK and Europe (excluding the UK).

Looking at the average scores per pillar, the highest-scoring pillars are Farm Animal Welfare Policy Commitments and Farm Animal Welfare Governance & Management. This demonstrates that companies are formalising their management of farm animal welfare by publishing policy commitments and establishing governance and management processes within their operations and their supply chains. The BBFAW is widely regarded as having had a role in driving company performance in these areas since 2012, with companies responding to increased scrutiny from investors and other stakeholders. Animal welfare is now a widely recognised business risk. Notwithstanding this progress, poor performance is seen on Farm Animal Welfare Performance Impact and more needs to be done in relation to reporting and achieving impact for animals.

**Table 1.3**  
**Sub-sector Comparison and Overall Average Scores 2023**

Pillar	Retailers and Wholesalers	Producers and Manufacturers	Restaurants and Bars	Average score
Farm Animal Welfare Policy Commitments	37%	41%	35%	38%
Farm Animal Welfare Governance & Management	38%	45%	29%	39%
Farm Animal Welfare Targets	21%	22%	27%	23%
Farm Animal Welfare Performance Impact	7%	9%	4%	7%
Reducing Reliance on Animal Sourced Foods	12%	7%	9%	9%
Overall Average Score	17%	19%	14%	17%

**Global Perspective**

Across the five regions covered by the BBFAW (Asia Pacific, Europe excluding the UK, Latin America, North America and UK), companies in the UK achieved the highest overall average score of 39% and the highest average score across all pillars of the Benchmark. For example, the UK Food Retailers and Wholesalers sub-sector achieved the highest average score in the Farm Animal Welfare Governance and Management pillar (80%) and in the Farm Animal Welfare Performance Impact section (31%). While the UK Producers and Manufacturers sub-sector achieved the highest average score in the Farm Animal Welfare Policy Commitments pillar (65%), the UK Restaurants and Bars sub-sector achieved the highest average score in the Farm Animal Welfare Targets pillar (59%) and the Animal-sourced Foods pillar (29%).

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# 39%

**The overall average score achieved by companies in the UK**

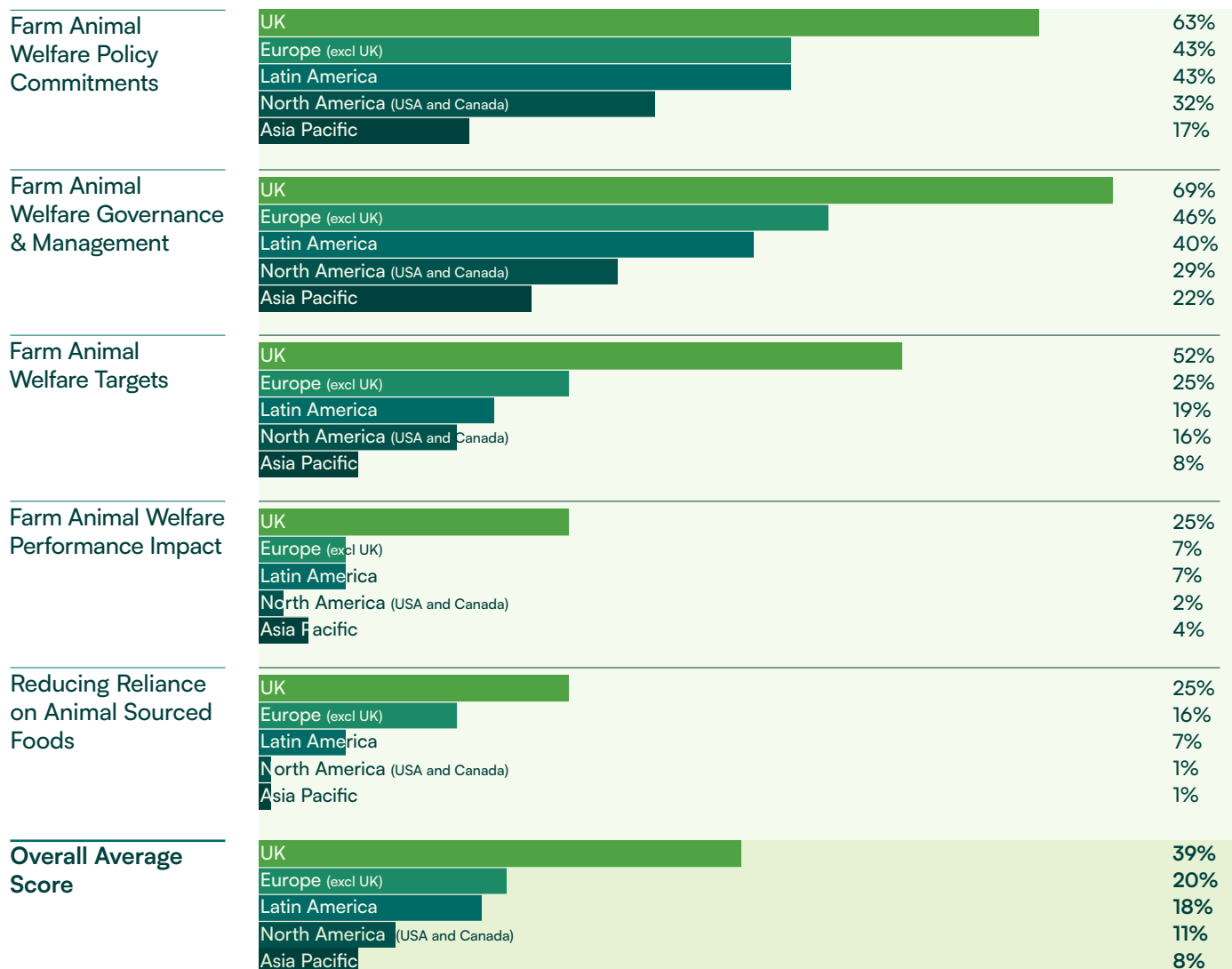
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Europe (excluding the UK) emerged as the second highest-scoring region, attaining an overall average score of 20%. Within the European landscape, notable variations were observed across the three sub-sectors. The Producers and Manufacturers sub-sector had the highest overall average score of 24%, compared to 20% for Retailers and Wholesalers and just 11% for Restaurants and Bars.

Latin American companies, with an overall average score of 18% outperformed companies in North America and Asia Pacific with overall average scores of 11% and 8%, respectively. Companies in Asia Pacific lag behind other regions in their levels of disclosure on their approach to managing farm animal welfare.

Across the five regions covered by the BBFAW (Asia Pacific, Europe excluding the UK, Latin America, North America and UK), companies in the UK achieved the highest overall average score of 39% and the highest average score across all pillars of the Benchmark.

**Figure 1.3**  
**Geographic Comparison 2023**



**BBFAW**

# 2023 Benchmark Results in Detail





## Farm Animal Welfare Policy Commitments

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The 2023 Benchmark data shows that 143 of the 150 companies (95%) acknowledge farm animal welfare as a business issue, and 131 companies (87%) have formal policies of farm animal welfare in place. However, despite the high number of companies publishing formal management commitments to farm animal welfare it is disconcerting that 19 companies are yet to publish overarching policies on this critical issue.

In addition to measuring the proportion of companies publishing formal policies on farm animal welfare, we also want to understand the scope of these policies and whether they broadly cover the companies' full

geographic, species and product footprints. Of the 131 companies that have animal welfare policies, 73% are limited to specified geographies, species and/or products. Only 27% of companies publish universal animal welfare policies covering all relevant geographies, species and products.

The welfare issues most addressed by companies include ending the use of close confinement and ensuring the use of humane methods of pre-slaughter stunning, with 82% and 55% of companies respectively having partial or universal policy commitments in place.

### Historical Comparison

The BBFAW has evolved during its decade of existence and significant changes were made to the criteria in 2022. While it is not possible to directly compare all criteria against previous Benchmarks, certain questions have remained unchanged, which allows for some comparison to be made with historical data. For example, in 2023, 95% of companies (143 of 150) acknowledge farm animal welfare as a business issue, compared to 89% in 2021 (134 of 150) and 79% in 2012 (54 of 68 companies). Further, an increasing number of food businesses have formal policies for farm animal welfare in place, 87% of companies in 2023 (131 of 150), compared to 81% in 2021 (122 of 150) and 46% in 2012 (31 out of 68 companies).





### Foie Gras

The production of duck and goose foie gras is associated with the use of severe close confinement in cages and the use of force feeding (gavage) causing pain and distress in the last weeks of production. Of the 83 companies that have ducks or geese in their supply chain, only five companies (6%) have universal commitments not to produce or sell foie gras or meat from birds reared for foie gras. This is a new question within BBFAW and companies are expected to address this issue even if they do not currently sell foie gras or associated products. Companies should be aware that duck and goose meat may come from birds reared for foie gras.

Thirty companies (20%) have made commitments to ending inhumane animal production practices. Of these, 18 companies have committed to ending the culling of day-old male chicks in egg supply chains, and 16 companies have committed to ending the live plucking or live harvesting of geese.

Only two companies have made a commitment to avoid cow-calf separation (in dairy and beef supply chains), and only six companies have committed to avoiding fully slatted flooring (for pigs, dairy and beef cattle, ducks and rabbits).

**Figure 2.1**  
**Companies with partial or universal policies addressing specific farm animal welfare issues**



N.B. The question on foie gras only applies to the 83 companies with ducks or geese in their supply chain.

## Case study examples

**Q10: Does the company have a clear commitment not to produce or sell foie gras or meat from birds reared for foie gras?**

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We do not sell foie gras, meat from birds reared for foie gras or products from any animals that have been force fed.

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Marks & Spencer

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We do not produce or sell any foie gras and do not support any inhumane practices of force feeding any animals. We also do not sell any meat or other products from ducks or geese raised for foie gras.

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Waitrose

**Q11: Does the company have a clear commitment to ending the use of other inhumane practices? Practices covered by this question include the culling of day-old male chicks in egg supply chains; cow-calf separation in dairy and beef supply chains; fully slatted flooring for pigs, dairy and beef cattle, ducks and rabbits; and live plucking or live harvesting for geese.**

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Commitment: Ending the use of other inhumane practices. Progress Achieved by 2022: Since 2022, culling of day-old male chicks has been prohibited in Danone's French shell egg supply chain. Danone is banning live plucking or harvesting for geese and other inhumane practices.

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Groupe Danone

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Feather and down obtained from the live plucking of birds must not be used.

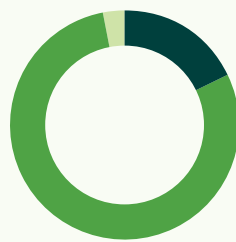
100% of cattle in Tesco Sustainable Dairy and Cheese groups are never housed in fully slatted systems.

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Tesco PLC

The 2023 Benchmark results indicate that a significant proportion of companies publishing management commitments to address specific welfare issues scored only partial points due to their policies being limited to specified species, geographies and/or products.

**Figure 2.2**  
**Q4 Commitment to ending close confinement**



- 18% Not addressed.
- 79% Limited to certain species, products or geographies.
- 3% Universal across all relevant species, products and geographies.

**Figure 2.3**  
**Q5 Commitment to provision of environmental enrichment**



- 51% Not addressed.
- 46% Limited to certain species, products or geographies.
- 3% Universal across all relevant species, products and geographies.

**Figure 2.4**  
**Q6 Commitment to ending the use of routine mutilations**



- 52% Not addressed.
- 46% Limited to certain species, products or geographies.
- 2% Universal across all relevant species, products and geographies.

Figure 2.5  
**Q7 Commitment to ending the prophylactic and routine metaphylactic use of antibiotics**



- 60% Not addressed.
- 35% Limited to certain species, products or geographies.
- 5% Universal across all relevant species, products and geographies.

Figure 2.6  
**Q8 Commitment to ending long-distance live transport**



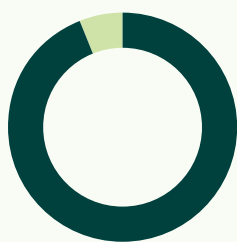
- 67% Not addressed.
- 31% Limited to certain species, products or geographies.
- 2% Universal across all relevant species, products and geographies.

Figure 2.7  
**Q9 Commitment to the use of humane methods of pre-slaughter stunning**



- 45% Not addressed.
- 52% Limited to certain species, products or geographies.
- 3% Universal across all relevant species, products and geographies.

Figure 2.8  
**Q10 Commitment to not produce or sell foie gras or meat from birds reared for foie gras**



○ 94% Not addressed.

○ 6% Universal across all relevant species, products and geographies.

Figure 2.9  
**Q11 Commitment to ending the use of other inhumane practices**



○ 80% Not addressed.

○ 20% Limited to certain species, products or geographies.

## Farm Animal Welfare Governance and Management

Governance and management processes are essential for ensuring robust and efficient implementation of companies' farm animal welfare policies. The 2023 Benchmark reveals that the processes in place for managing farm animal welfare across companies are relatively well established. In total, 81 companies (54%) report on day-to-day management responsibility for farm animal welfare and 84 companies (56%) report on senior management oversight of farm animal welfare. Furthermore, 77 companies (51%) describe their provision of employee training on animal welfare and 80 companies (53%) describe the actions taken in the event of non-compliance with their farm animal welfare policies.

Encouragingly, companies appear to be investing in supply chain management of farm animal welfare, with 109 companies (73%), describing how they monitor and audit the implementation of their farm animal welfare policies, 90 companies (60%) reporting that they include farm animal welfare in supplier contracts, and 80 companies (53%) describing how they provide education and support to suppliers.

Analysis of the data by sub-sector reveals that 67% of Restaurants and Bars include farm animal welfare in supplier contracts yet only 27% of companies in this sub-sector report on the provision of education and support on farm animal welfare to suppliers. Meanwhile, 59% of Food Producers and Manufacturers report including farm animal welfare in supplier contracts and 70% provide education and support on farm animal welfare to suppliers. Reporting from companies in the Retailers and Wholesalers sub-sector shows 57% include animal welfare in supplier contracts and 50% provide education and support to suppliers.

### Other Key Findings:

- 42 companies (28%) report on welfare outcome measures for some or all relevant species.
- 43 companies (29%) describe how they use welfare outcome measures to inform continuous improvement in their operations or supply chain.
- 74 companies (49%) assure a proportion of products to either basic or higher animal welfare schemes.
- 11 companies (7%) assure all products to either basic or higher animal welfare schemes.
- 78 companies (52%) communicate to customers on higher farm animal welfare through education and/or awareness-raising activities.



## Case study examples

**Q18a: Does the company describe how it uses welfare outcome measures to inform continuous improvement in its operations or supply chain?**

Since 2020, it is a compulsory requirement for all Arla farmers to assess and report animal welfare on a quarterly basis, within the framework of 4 animal-based indicators: cow mobility, cleanliness, absence of injuries and body condition. The Arlagården® requirements and compliance criteria demand that where the minimum performance levels are not met, prompt actions are taken by the farm to address any causative factors.

Arla Foods

Welfare outcome measures are critically important to validate that animal management practices and housing systems are effectively controlling animal welfare risks. Welfare outcome measures additionally serve as an important mechanism to aid in decision making regarding animal husbandry and welfare standards.

Maple Leaf Foods

We use a combination of input measures and output measures to assess animal welfare on farm, during transport and at slaughter...Welfare outcome measures are obtained by directly observing animals. They include both physical and behavioural observations that provide a picture of animals' welfare experience. Some outcome measures, such as body condition, mobility or effectiveness of stunning, are common to all species. Others may be species-specific, for example incidence of particular diseases or vocalisation at the slaughterhouse. These measures help us, our retail partners and our suppliers to understand how well we are doing, where we can make further improvements and to benchmark best practice and identify trends. Our suppliers report them periodically to us and we review them together during all supplier visits.

Hilton Food Group

## Farm Animal Welfare Targets

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Over the past decade, there has been a significant rise in the number of companies setting time-bound targets on specific animal welfare issues. In total, 110 of companies (73%) have published formal time-bound targets<sup>4</sup> for specific animal welfare improvements. These have tended to focus on poultry welfare, namely cage-free systems for laying hens globally, and, in certain regions, higher welfare production of chicken in accordance with the requirements of the NGO-developed Better Chicken Commitment or European Chicken Commitment.

The adoption of time-bound targets for cage-free eggs has been notable, with this now being seen as a baseline welfare requirement by 103 (73%) of the 141 companies evaluated that have eggs in their supply chains. The issue of caged systems for laying hens is one that has long attracted consumer and animal welfare NGO attention, but the setting of corporate targets accelerated following a decision in 2015 by McDonald’s to commit to serve 100% cage-free eggs in all its U.S. restaurants by 2025 — a target that was achieved two years earlier.

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**31%**

**of companies have set a partial or universal time-bound target to achieve the requirements for the Better Chicken Commitment or European Chicken Commitment**

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Of the 134 companies that have broiler chickens in their supply chain, 42 companies (31%) have set a partial or universal time-bound target to achieve the requirements for the Better Chicken Commitment or European Chicken Commitment. Whilst a lower proportion than for cage-free eggs, this is a very specific set of requirements, including aspects relating to stocking density, breed, enrichment provision, humane slaughter and third-party auditing, and demonstrates significant adoption of this initiative heavily promoted by animal welfare NGOs.

Very few companies have published targets for other species. Among the 137 companies that have pigs in their supply chain, only 13 companies (9%) have published a target to end the use of sow stalls or gestation crates for sows, and only 14 companies (10%) have published targets to end the use of farrowing crates.

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<sup>4</sup> The data for time-bound targets also includes companies that have achieved the specific targets in question.

### Gestation crate-free commitments and targets

A number of companies, particularly in the USA, have set targets for moving to gestation crate-free production in their pork supply chains. However, the definition of 'gestation crate-free' for these commitments is variable, with many being aligned with EU legislation and therefore permitting 28 days' confinement post service. In contrast, the BBAW criteria are looking for commitments that do not allow any time in stalls, except for a maximum of 4 hours for management purposes. Companies with gestation crate-free commitments and targets therefore do not necessarily score points within the BBAW unless they specify the time permitted in stalls is in line with the criteria.



Among the 144 companies that have dairy cows in their supply chain, only 26 companies (18%) have published a target to end the use of tethering of dairy cows.

Time-bound targets are critical for translating management commitment into action, and for ultimately delivering welfare benefits for animals in company supply chains. The lack of time-bound targets to address the critical welfare issues in pig and dairy cow supply chains suggests that these species are seen by companies as a lower priority compared to laying hens and broiler chickens. It is unsurprising that the more numerous laying hens and broiler chickens are also the animals attracting greater NGO attention. Nevertheless, of the companies that have set time-bound targets for ending the use of sow stalls/gestation crates for sows, 92% are domiciled in the UK or Europe. This finding is not surprising given that EU legislation places restrictions on the use of sow stalls/gestation crates and UK legislation prohibits their use. Similarly, 85% of the companies with time-bound targets for ending the use of tethering for dairy cows are domiciled in either the UK or Europe. However, notably, Europe is a region where tethering is widely practised.

## Farm Animal Welfare Performance Impact

In total, 109 companies (73%) provide some performance reporting data from their supply chain. However, the overall average score across the performance impact questions is just 7%. This indicates that more needs to be done by companies to implement their policy commitments.

The species-specific performance impact measures most reported on by companies are the proportion of laying hens that is cage-free (reported on by 67% of companies for whom this species is relevant) and the proportion of broiler chickens reared at lower stocking densities (reported on by 28% of companies for whom this species is relevant) and the proportion of broiler chickens subject to controlled atmosphere stunning or electrical stunning without live inversion (reported on by 28% of companies). These performance impact measures are the focus of significant NGO campaign initiatives, which have helped focus company attention on these issues.

A notable proportion of companies report their performance impact on pre-slaughter stunning (33%) and on maximum transport times (27%) across all species. The higher proportion of companies reporting these figures reflects increased awareness of these issues being critical for animal welfare as well as improved data monitoring and reporting by companies.

Despite the longstanding focus on pigs and dairy cattle within the BBFAW performance impact questions, performance reporting remains low for these species. Only 9% of companies with pigs in their supply chain report that a proportion of sows is free from gestation/sow stalls and 15% of companies

with dairy cows in their supply chain report that a proportion of cows is provided with pasture access. In contrast to laying hens and broiler chickens, pigs and dairy cattle have received more limited attention from NGO campaigns, which may explain the difference in reporting between these species.

Few companies are reporting their performance in relation to the welfare of beef cattle and farmed fish, although it is important to acknowledge that these species are a new focus in the BBFAW. In this baseline year, only 9% of companies with beef cattle in their supply chain report the proportion of cattle group housed as calves throughout rearing and only 7% report the proportion free from disbudding/dehorning. Only 5% of companies with salmon in their supply chain report the proportion of salmon free from fasting lasting longer than 72 hours.

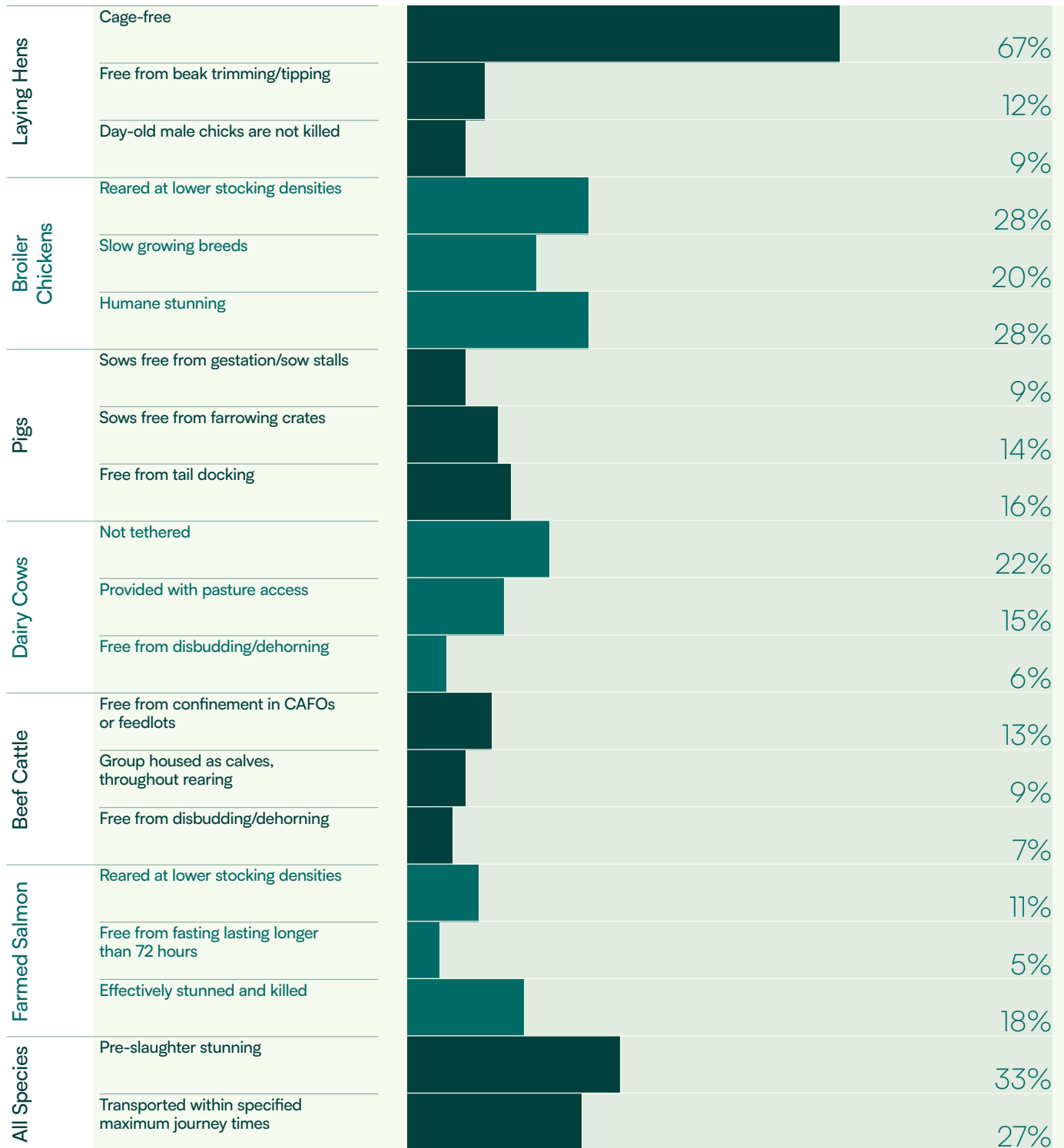
### Performance Impact Questions

Performance Impact questions on beef cattle and farmed salmon have been added to the criteria, broadening the coverage of the Performance Impact questions beyond laying hens, broiler chickens, pigs and dairy cattle. These questions now provide a more comprehensive assessment of the impact of companies on key welfare issues for the most represented species in their supply chains.

**Table 2.1**  
**BBFAW 2023 Impact Ratings**

Impact Rating		Company
<b>A</b> >80%	These companies are declaring improved welfare impacts for a reasonable proportion of farm animals in their operations and/or supply chains.	
<b>B</b> 62-80%		
<b>C</b> 44-61%	These companies are declaring improved welfare impacts for at least some farm animals in their operations and/or supply chains.	Cranswick PLC   Groupe Danone SA   Marks & Spencer PLC Migros-Genossenschafts-Bund   Premier Foods PLC   Waitrose
<b>D</b> 27-43%		Co-op UK   Greggs PLC   J Sainsbury PLC   Noble Foods   Tesco PLC
<b>E</b> 11-26%	These companies have yet to demonstrate that they are delivering improved welfare impacts for farm animals in their operations and/or supply chains.	Barilla SpA   BRF SA   Danish Crown AmbA   Fonterra   Groupe Lactalis Hershey Co   Les Mousquetaires   Marfrig Global Foods SA   Minerva Foods   Royal FrieslandCampina   The Cheesecake Factory   Unilever NV Woolworths Limited
<b>F</b> <11%		(The) Kroger Company   2 Sisters Food Group (Boparan Holdings Ltd)   Aeon Group Agro Super   Ahold Delhaize   Albertsons   ALDI Nord (ALDI Markt)   ALDI Süd/ALDI Einkauf SE & Co. Ohg   Alimentation Couche-Tard   Amazon/Whole Foods Market Aramark Corporation   Arla Foods Ltd   Autogrill SpA   Beijing Dabeinong Technology Group Co. Ltd.   Bellis Topco Ltd./Asda   Bimbo   BJ's Wholesale Club Holdings   Bloomin' Brands Inc   C&S Wholesale   Campbell Soup Company Camst — La Ristorazione Italiana Soc. Coop. ARL   Cargill   Carrefour SA Casino Guichard-Perrachon SA   Cencosud   Charoen Pokphand Group Company Ltd. Chick-fil-A   China Resources Vanguard   China Yurun Group Limited   Chipotle Mexican Grill   CKE Restaurants   Coles Group   Colruyt   Compass Group PLC Conad Consorzio Nazionale   ConAgra   Cooke Seafood Inc   Coop Group (Switzerland)/Coop Genossenschaft   Coop Italia   Cooperativa Central Aurora Alimentos   Coopérative U Enseigne   Cooperl Arc Atlantique   Costco Wholesale Corporation   Cracker Barrel   Cremonini SpA   Dairy Farmers of America Darden Restaurants PLC   Dico's/Ting Hsin International Group   Domino's Pizza Inc E.Leclerc   EDEKA Group   Elior Group   Elo Group   Empire Company/Sobey's Ferrero Group   Gategroup Holding AG   General Mills Inc   Gruppo Veronesi H E Butt Company   Habib's   Hilton Food Group   Hormel Foods Corporation ICA Gruppen AB   IKEA (Inter IKEA Group)   Industrias Bachoco Inspire Brands Inc JAB Holding Company   JBS SA   JD Wetherspoon PLC   Jeronimo Martins Kerry Group   Kraft Heinz Company   LDC Groupe   Lianhua Supermarket Holdings Co   Loblaw Companies Limited   Maple Leaf Foods   Mars Inc   Maruha Nichiro McDonald's Corporation   Meiji Holdings   Mercadona SA   METRO AG   Metro Inc Mitchells & Butlers PLC   Mondeléz International   Mowi ASA   Nestlé SA New Hope Liuhe Co Ltd   Nippon Ham   OSI Group   Papa John's Pizza Perdue Farms   Plukon Food Group   Publix Super Markets Inc   Restaurant Brands International   REWE Group   Saputo Inc   Schwarz Gruppe   Seaboard Corp   Seven & i Holdings   Sodexo   Spar Holding AG   SSP Group   Starbucks Corporation   Subway/Doctor's Associates Inc   Sysco Corporation   Target Corporation   Terrena Group   Tönnies Group   Tyson Foods Inc   UNFI Unternehmensgruppe Theo Müller   US Foods   Vion Food Group   Walmart Inc Wayne-Sanderson Farms   Wendy's Company (The)   Wens Foodstuff Group WH Group Ltd   Whitbread PLC   Wm Morrison Supermarkets PLC   Yili Group Yonghui Superstores Co Ltd   Yum China Holdings   Yum! Brands Inc   Zhongpin Inc

**Figure 2.10**  
**Proportion of companies reporting on species-specific performance measures**



**Performance measures with greatest progress:**

The highest score achieved in the Performance Impact pillar was 61%. Companies are reporting the greatest impact on the following performance measures:



## Case study examples

**Q34 What proportion of broiler chickens (for fresh/frozen chicken products and ingredients) in the company's global supply chain is subject to controlled atmospheric stunning using inert gas or multi-phase systems, or effective electrical stunning without live inversion?**

...100% of the chickens used for the manufacture of all products containing at least 50% chicken meat sold under our own brands, including our 1st price own brands, in all departments combined, are stunned before slaughter. Of these, 37.55% are subjected to controlled atmospheric stunning using inert gases or multi-phase systems, or effective electrical stunning without inversion of live animals.

Les Mousquetaires

**Q39 What proportion of dairy cattle (for fresh/frozen milk and milk products and ingredients) in the company's global supply chain is provided with pasture access?**

Percentage of direct volume coming from farms where lactating cows have access to pasture at least 120 days per year (at least 6 hours per day)...62%" and "These direct volumes represent 44% of the total annual volume of raw milk collected by Lactalis

Groupe Lactalis

**Q36 What proportion of sows (for fresh/frozen pork products and ingredients) in the company's global supply chain is free from farrowing crates?**

We do not allow our pork suppliers to use... farrowing crates. All of our pork comes from sows raised outdoors or in bedded barns. In 2022, 100% of our pork met animal welfare standards, meaning it was free from crates during... farrowing.

Chipotle

**Q42 What proportion of beef cattle (for fresh/frozen beef products and ingredients) in the company's global supply chain is group housed as calves, throughout rearing?**

Due to our long standing policies and also our relationships with our dedicated dairy farmers rearing to our higher welfare standards, at least 90% of the beef is group housed throughout rearing; the remainder (up to 10%) is from a small amount of cattle that originate from outside our dedicated rearing supply chain. This applies across fresh, frozen & ingredient.

Waitrose





**Q46 What proportion of farmed salmon (for fresh/frozen salmon products and ingredients) in the company's global supply chain is stun-killed using percussion or electrocution or is pre-slaughter stunned using effective percussion or electrocution followed up by a kill method before recovery of consciousness?**

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...we percussive stun 100% of our salmon from all our farm sites and across all countries to ensure they are effectively and humanely stunned and killed.

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Mowi ASA

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Tesco Group suppliers of salmon, trout, sea bass, sea bream and pangasius have adopted industry best practice i.e. electrical stunning or automated percussive stunning prior to slaughter. This is applied across 100% of supply base and methods such as chill-kill or gill cut without prior stunning are explicitly prohibited.

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Tesco PLC

### Volumes of animal sourced foods by type/methods of production

A new focus within the 2023 BBFAW is that companies are now expected to quantify the total volume of animal sourced food within their supply chains. The 2023 Benchmark shows that 20% of companies reported on volumes of animal sourced foods by type/methods of production.

### Case study examples

#### Q49 Does the company report on volumes of animal-sourced foods by type (meat, dairy, fish, eggs) and/or by method of production?

Barilla SpA

	Poultry Meat								
	Total tonnes purchased			Tonnes purchased from the local market					
	t			t			%		
	2022	2021	2020	2022	2021	2020	2022	2021	2020
China	11	8	16	11	8	16	100%	100%	100%
<b>Total</b>	<b>11</b>	<b>8</b>	<b>16</b>	<b>11</b>	<b>8</b>	<b>16</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

	Eggs and Egg Products											
	Total tonnes purchased			Tonnes purchased from the local market						Percentage of barn eggs		
	t			t			%			%		
	2022	2021	2020	2022	2021	2020	2022	2021	2020	2022	2021	2020
Italy	15,951	18,392	18,895	13,706	18,392	18,895	86%	100%	100%	100%	100%	100%
France	3,776	3,571	3,768	3,776	3,498	2,638	100%	98%	70%	100%	100%	100%
United States	42	10	17	42	10	17	100%	100%	100%	100%	100%	100%
Canada	26	—	—	26	—	—	100%	—	—	0%	—	—
Brazil	446	446	450	446	446	450	100%	100%	100%	100%	100%	100%
Greece	3	6	3	—	—	—	0%	0%	0%	100%	100%	100%
Turkey	15	20	29	—	—	—	0%	0%	0%	100%	100%	100%
<b>Total</b>	<b>20,258</b>	<b>22,455</b>	<b>22,957</b>	<b>17,996</b>	<b>22,346</b>	<b>22,000</b>	<b>89%</b>	<b>99%</b>	<b>95%</b>	<b>99.9%</b>	<b>100%</b>	<b>100%</b>

	Beef								
	Total tonnes purchased			Tonnes purchased from the local market					
	t			t			%		
	2022	2021	2020	2022	2021	2020	2022	2021	2020
Italy	766 (95.8%)	716 (91.6%)	907 (91.8%)	766 (95.8%)	716 (91.6%)	907 (91.8%)	100%	100%	100%
China	34 (4.3%)	66 (8.4%)	81 (8.2%)	34 (4.3%)	66 (8.4%)	81 (8.2%)	100%	100%	100%
<b>Total</b>	<b>800</b>	<b>782</b>	<b>988</b>	<b>800</b>	<b>782</b>	<b>988</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

	Pork								
	Total tonnes purchased			Tonnes purchased from the local market					
	t			t			%		
	2022	2021	2020	2022	2021	2020	2022	2021	2020
Italy	1,910 (97.9%)	1,943 (99.5%)	2,044 (99.4%)	1,910 (97.9%)	1,943 (99.5%)	2,044 (99.4%)	100%	100%	100%
China	41 (2.1%)	9 (0.5%)	13 (0.6%)	41 (2.1%)	9 (0.5%)	13 (0.6%)	100%	100%	100%
<b>Total</b>	<b>1,951</b>	<b>1,952</b>	<b>2,057</b>	<b>1,951</b>	<b>1,952</b>	<b>2,057</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

	Other Products of Animal Origin								
	Total tonnes purchased			Tonnes purchased from the local market					
	t			t			%		
	2022	2021	2020	2022	2021	2020	2022	2021	2020
Wild-caught fish	32	21	64	—	—	—	0%	0%	0%
Butter	6,913	7,219	7,810	156	928	969	2%	9%	12%
Dairy Products	3,143	3,324	3,576	3,143	3,324	3,576	100%	100%	100%
Milk	7,334	7,728	8,184	3,625	4,009	3,051	49%	52%	37%
<b>Total</b>	<b>17,693</b>	<b>18,292</b>	<b>19,634</b>	<b>7,194</b>	<b>7,961</b>	<b>7,596</b>	<b>41%</b>	<b>44%</b>	<b>38%</b>

Barilla SpA's 2022 Sustainability Report tabulates total weights in tonnes of eggs and egg products, beef, pork, and chicken purchased from each of the countries in its supply chain, including amounts purchased from the local market and total amounts. Comparisons are shown between 2020, 2021 and 2022.

## Reducing Reliance on Animal Sourced Foods

Our dependence on intensive animal agriculture is not only detrimental for animal welfare, but is a major driver of the global climate, nature and health crises. The transition to higher welfare production for all animals reared for food necessitates a concurrent reduction in numbers of livestock produced in order to avoid exceeding planetary boundaries.

It is for this reason the new Reducing Reliance on Animal Sourced Foods pillar has been introduced so that investors and other stakeholders can better assess whether and how companies are approaching this issue.

The overall average score across the Reducing Reliance on Animal Sourced Foods pillar is just 9% but the highest score achieved is 85%. The low average score reflects the immaturity of this issue for businesses, however, the wide range of scores achieved provides a positive sign that there are companies already taking the lead on this issue. Indeed, there are nine companies that scored 50% or more in this pillar.

### Policy Commitments

Encouragingly, 38 of the 150 companies in the Benchmark (25%) acknowledge the need to reduce reliance on animal sourced foods as a business issue. Of these companies, 25 are domiciled in Europe (excluding the UK) (66%) and a further eight are domiciled in the UK (21%). Interestingly, there is no discernible differences across the three sub-sectors, with companies representing Retailers and Wholesalers, Producers and Manufacturers and Restaurants and Bars sub-sectors.

# 25%

**of companies recognise the need to reduce reliance on animal sourced foods**

Nineteen companies (13%) have published an overarching policy on the need to reduce reliance on animal sourced foods. Again, there is a strong regional bias, with 10 (50%) of these companies being domiciled in Europe (excluding the UK) and seven (35%) being domiciled in the UK. However, two companies — one domiciled in North America and one in Latin America — have also published formal overarching policies on reducing reliance on animal sourced foods.

## Case study examples

**Q12: Does the company acknowledge the need to reduce reliance on animal-sourced foods as a business issue?**

Les Mousquetaires group recognizes the need to reduce dependence on foods of animal origin as part of its carbon neutrality policy... Les Mousquetaires encourages their customers to consume vegetarian products by offering 27 plant-based products in their own brands in France.

Les Mousquetaires

Plant-based protein, which means “plant-derived protein”. It is attracting attention as an environmentally friendly protein compared to animal products, such as reducing CO2 emissions generated in the meat production process. It is also attractive that it can respond to the shortage of raw materials for protein sources (beef, pigs, etc.) in the future due to the increase in the world population.

Seven & I Holdings

Our plant-forward menu innovation initiative... increases consumption of fruits, vegetables, whole grains, beans, lentils, nuts, and seeds. ... Plant-forward menu options, highlighted by our Cool Food Meals initiative, are also good for the planet, help to reduce GHG emissions, promote animal welfare, minimize demand for water and land resources, and preserve natural habitats.

Aramark Corporation

Within our US business our Menu of Change programme is focused around four key initiatives based around healthy, sustainable menus. These initiatives are: increasing access to vegetable and fruits through focusing on plant based cooking; encouraging meat to become a supporting role within the meal through reduction of meat portion sizes; increasing grain consumption; and promoting health and sustainability messages through menu planning and communication at point of choice.

Compass Group PLC

**Governance and Management**

Companies are in the early stages of taking action to reduce reliance on animal sourced foods and are starting to formalise their internal governance and management processes to address this issue. Eleven companies (7%) report on management responsibility for reducing reliance on animal-sourced foods.

**Case study example**

**Q21: Has the company assigned day-to-day and board or senior management responsibility for reducing reliance on animal-sourced foods?**

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We've established Compass' Global Culinary Council, a group of senior chef leaders from across our business who meet regularly to share experiences and drive forward our strategic approach in some incredibly important areas, including plant-forward meals and the reduction of food waste.

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Compass Group PLC

Of the 38 companies that recognise the need to reduce animal sourced foods in their supply chains, 25 companies (66%) communicate to customers through education and/or awareness-raising activities.

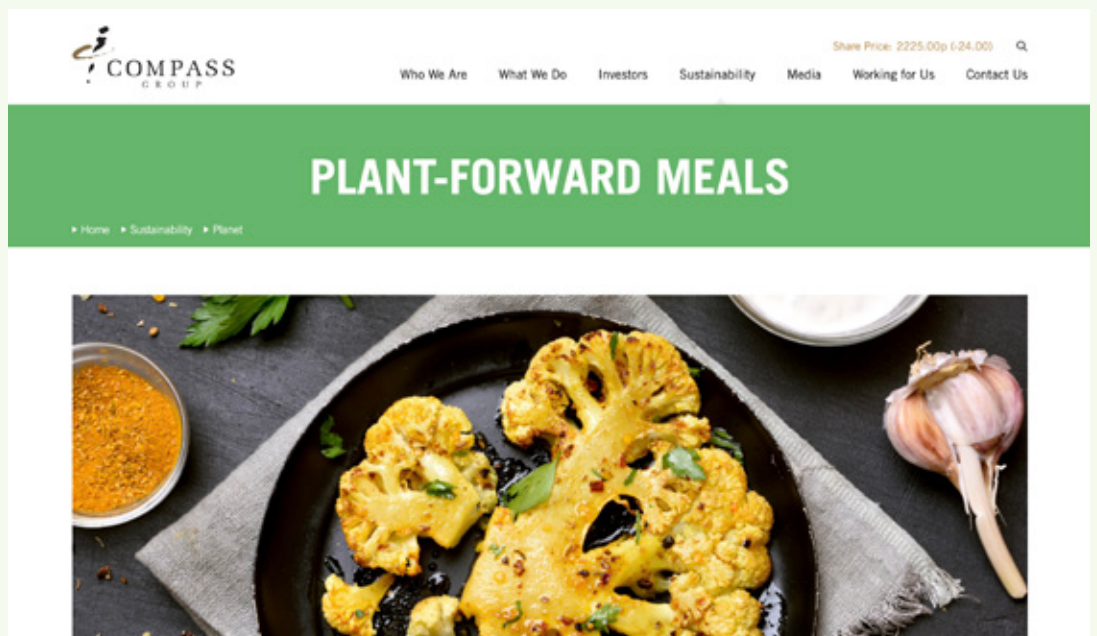
Case study examples

**Q22: Does the company communicate to customers on reducing reliance on animal-sourced foods?**

Colruyt



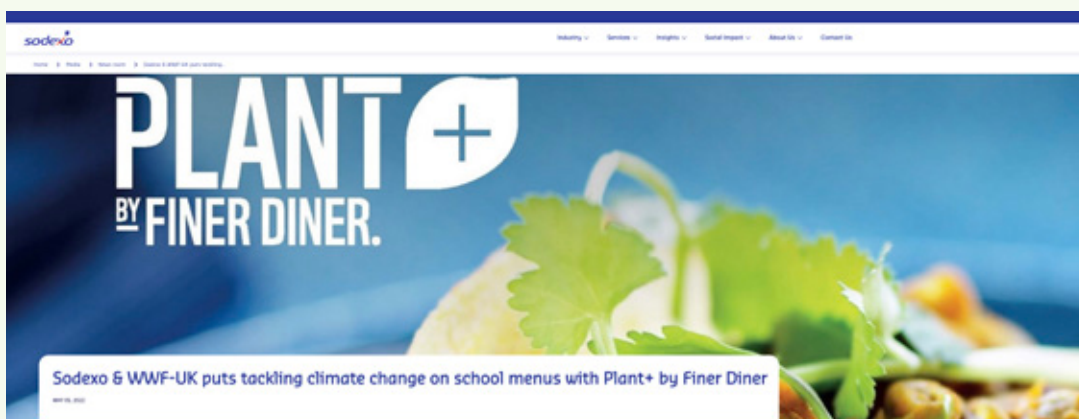
Compass



Case study examples

**Q22: Does the company communicate to customers on reducing reliance on animal-sourced foods?**

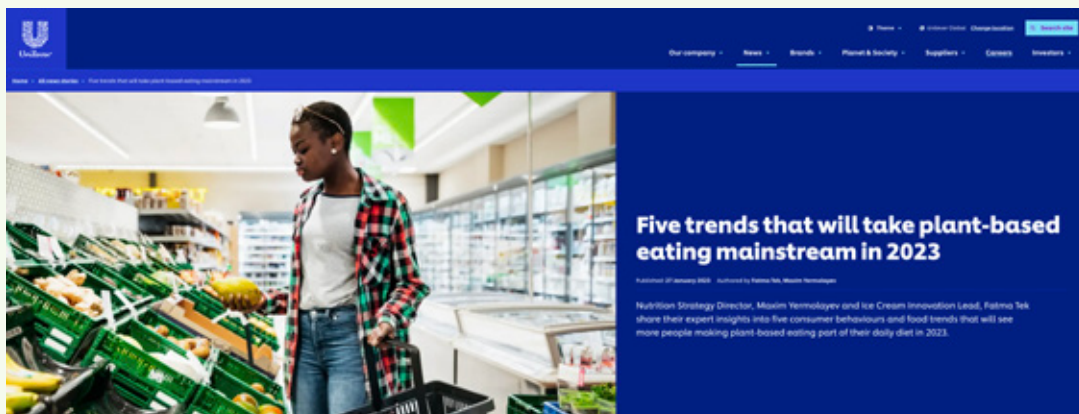
Sodexo



Carrefour



Unilever





**Targets and Performance Reporting**

Twenty-one companies (14%) have published time-bound targets for reducing reliance on animal sourced foods and twelve of these (8%) report on progress towards their targets.

**Case study examples****Q28 & 50: Has the company set time-bound targets for reducing reliance on animal-sourced foods and report on progress?**

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At Albert Heijn, the protein ratio within our 2022 sales consisted of 57.4% animal proteins and 42.6% vegetable proteins... in 2023, we want to grow to 47.6% in plant-based proteins (an extra 5 percentage points compared to 2022). Our ambition is that by 2025, 50% of the total number of kilograms of proteins sold in our stores will be of plant origin, rising to 60% by 2030.

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Ahold Delhaize

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[By 2025,] 50% of main meals offered in our restaurants will be plant-based... 80% of all packaged food offered will be plant-based... As of October 1st, 2022, all our markets now offer plant-based food at the same or a lower price than the meat-based alternative. This includes our veggie balls, plant balls, veggie hot dogs, and plant-based soft ice. A growing number of our customers are opting for our plant-based food products, with sales of our plant balls and veggie balls increasing by 62% compared with the previous year, and sales of our veggie hotdogs increasing more rapidly than the meat-based original.

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IKEA (Inter IKEA Group)

## BBFAW 2022 Benchmark Pilot

In response to feedback received during the consultation on the revisions to the Benchmark, held in February 2023, it was decided to run the BBFAW 2022 assessments as a pilot of the new benchmark criteria and not to publish a ranking of companies<sup>5</sup>.

In April and May 2023, the BBFAW conducted the pilot assessment of 150 companies against the new benchmark criteria. This provided an opportunity for any issues with the new assessment criteria to be identified and rectified in advance of the 2023 benchmark assessments in October 2023. The pilot also provided an opportunity for companies to receive feedback on their score under the new criteria, with time for them to prepare for the BBFAW 2023 assessments. Whilst no analysis of the data was presented following the assessments, the overall average score and average scores per pillar were published.

Despite the short timeframe between the conclusion of the BBFAW 2022 Benchmark Pilot and the BBFAW 2023 assessments, the BBFAW 2023 data shows encouraging early signs of improvement in company performance.

Pillar	2022 Average Score	2023 Average Score
Farm Animal Welfare Policy Commitments	36%	38%
Farm Animal Welfare Governance & Management	37%	39%
Farm Animal Welfare Targets	23%	23%
Farm Animal Welfare Performance Impact	6%	7%
Reducing Reliance on Animal Sourced Foods	9%	9%
<b>Overall Average Score</b>	<b>16%</b>	<b>17%</b>

Beyond the small increases in average pillar scores, it is clear some companies have made significant efforts to adapt their disclosures to the new benchmark criteria. Thirteen companies increased their score sufficiently to move up one Tier.

Tier Movements	Number of Companies
+1	13
-1	6

Seven out of the 13 companies that increased one Tier were Producers and Manufacturers, five companies were Retailers and Wholesalers and one company was Restaurant and Bars. Of the six companies that fell one Tier, two of these fell due to the changes made to how the questions on reducing reliance on animal sourced foods were assessed in BBFAW 2023.

<sup>6</sup> Reference: <https://bbfaw.com/media/2148/bbfaw-2022-report-on-consultation.pdf>



**BBFAW**

# Accelerating Impact



The BBFAW has been substantially revised to accelerate the pace at which the world's largest food companies are delivering welfare benefits for farm animals in their operations and supply chains. It is acknowledged that improving animal welfare through changes in management approaches and production systems demands sustained management attention, robust governance and management, and collaboration between companies and their suppliers as well as with their customers and consumers. It also requires considerable investment in time and resources. Meanwhile, companies need to balance their animal welfare commitments against other priorities such as the transition to a low carbon economy and the responsible use of materials in a resource constrained world. It therefore follows that improvements to the way in which animals are reared, transported and slaughtered need to be considered alongside issues such as climate change, biodiversity loss, and human health.

This baseline assessment provides solid proof that animal welfare remains an important business issue for food companies. It also provides assurance that many companies have formalised their management and reporting of animal welfare policies and commitments. Whilst we are only at the start of this journey, early signs show that companies remain engaged and committed to incrementally improving their performance in the benchmark. For instance, 48 companies (32%) provided feedback on their preliminary assessments, and many companies have requested meetings with the BBFAW secretariat and with the Food Business Team at Compassion in World Farming to understand how they might improve their scoring in the benchmark.

We see that there are three main challenges for companies. The first and most easy to address relates to companies providing an accurate account of their current commitments and performance against these. The absence of a BBFAW assessment cycle in 2022 has clearly resulted in a number of companies failing to update their reporting on farm animal welfare. With the reinstatement of the annual BBFAW assessments, we expect these companies to bring their reporting up to date ahead of the 2024 BBFAW iteration. The second challenge relates to companies needing time to understand and respond to the revised criteria. We appreciate that it typically takes two or three benchmark iterations for companies to become familiar with the criteria and to make the necessary adjustments to their management processes and their reporting. The third challenge for companies relates to the need to evidence the impact that their policies and commitments are having on farm animals under their control. With the baseline study

revealing that two-thirds of companies are reporting at least some performance data, we expect companies to incrementally improve their performance reporting through expanding the scope of their reporting to cover more species, more geographies and more products.

The revised BBFAW framework provides companies with guidance and clear expectations on how to structure their management processes and reporting. It also helps companies to understand the expectations and interests of key stakeholders (e.g. clients, customers, investors).

### Company engagement with the BBFAW

The 2023 company assessment reports provide tailored recommendations to companies on how to strengthen their management approaches and their impact reporting. Additionally, the annual BBFAW report enables companies to understand their performance relative to their industry peers. This helps senior management understand the company's overall performance and can support the internal case for investment and action.

Beyond the annual company assessments and reports, companies are encouraged to engage with the BBFAW Secretariat to better understand how they can improve their response to the BBFAW methodology and assessment. Additionally, the Food Business Team at Compassion in World Farming is able to support companies looking to improve their performance on animal welfare and in the BBFAW benchmark. It is particularly important given the substantial changes to the BBFAW criteria and scoring that companies understand the nuances of the benchmark and how their published information will be assessed against the revised criteria.

### Ahead of the 2024 BBFAW benchmark iteration, the BBFAW will:

- Continue to engage with companies on their 2023 assessment findings and provide guidance on how to improve their performance in the Benchmark;
- Invite companies to participate in a webinar series and to respond to the annual public consultation in May 2024 on the proposed 2024 benchmark criteria and company scope.
- Invite companies to participate in a working group to discuss how the BBFAW might assess companies in the future on their commitments related to choice of breeds.
- Conduct a survey of companies to understand how the BBFAW can support company performance in the Benchmark through, for example, technical briefings, webinars or training events.

### Ahead of the 2024 BBFAW benchmark iteration, the BBFAW will:

- Continue to engage with investors on the BBFAW Benchmark and related tools. In particular, it will be important to explore what additional tools will be useful to investors in 2024 to support their decision-making and their company engagements.
- Coordinate the annual letters from investors in the BBFAW Investor Collaboration to company CEOs on their companies' performance in the 2023 Benchmark.
- Seek to recruit additional investors into the BBFAW Investor Collaboration and to invite investors to become signatories to the BBFAW Global Investor Statement on Farm Animal Welfare.
- Invite investors to participate in a webinar series and to respond to the BBFAW's annual public consultation in May 2024 on the proposed 2024 benchmark criteria and company scope.
- Conduct a survey of investors to understand how the BBFAW can support investor engagement in the Benchmark through, for example, technical briefings, webinars or training events.

### Investor engagement in the BBFAW

The Secretariat continues to have active engagement with investors to ensure that the Benchmark remains relevant to investors, and to help the investment industry catalyse change in the management of farm animal welfare risks and opportunities through their investment decision-making and their engagement with companies.

Having established the first ever Global Investor Statement on Farm Animal Welfare and the BBFAW Global Investor Collaboration on Farm Animal Welfare in 2015, these programmes are now supported by over 32 institutional investors with over £1.9 trillion in assets under management. Furthermore, the results of our ongoing engagements with investors suggest that — as a result of the annual Benchmark and the BBFAW partners' and the Secretariat's extensive dialogue and capacity building efforts — investors are increasingly likely to engage with companies to encourage them to better manage the issue of farm animal welfare. This engagement is widely cited by companies — particularly in their responses to the annual letters sent by investors to CEOs — as a key driver for them to take action on farm animal welfare.

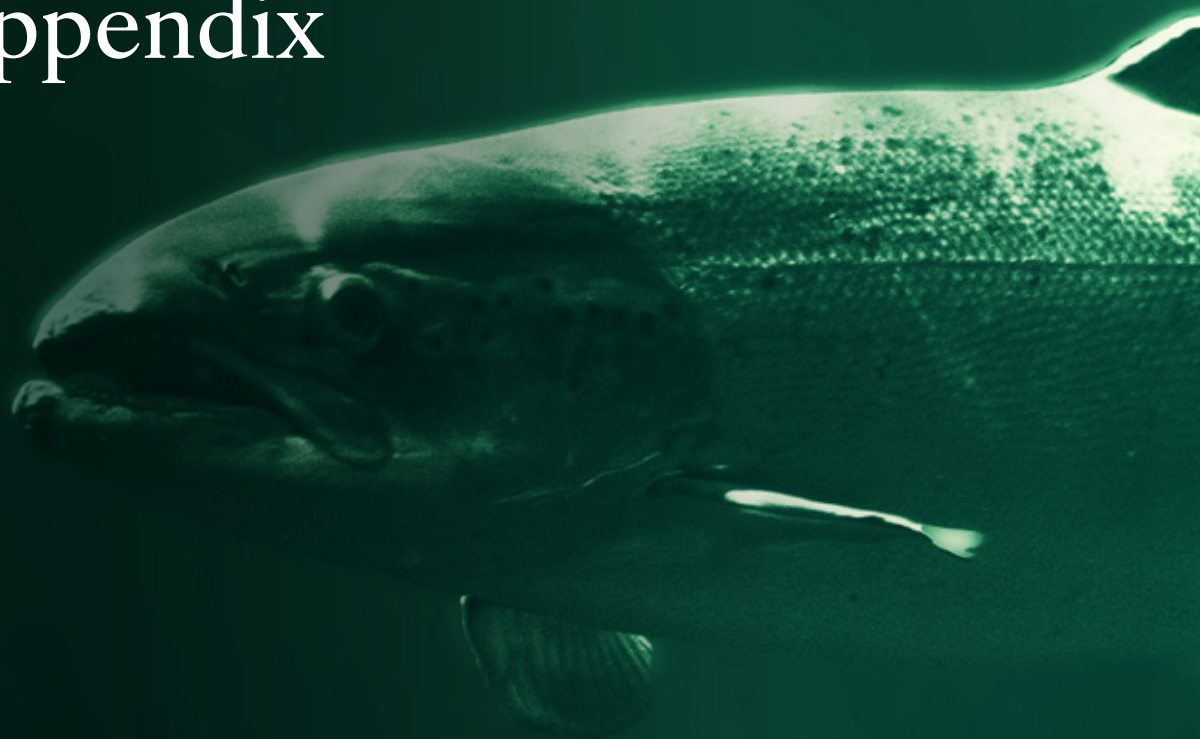
In 2023, investors in the BBFAW Investor Collaboration wrote to the CEOs of all companies covered by the BBFAW to signal their support of the revised BBFAW and to encourage companies to update their reporting ahead of the 2023 Benchmark assessments.

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**In total, 46 of the 150 companies (31%) submitted formal responses to investors and 33% of these responses were from Board directors.**

**BBFAW**

# Appendix





# Company Coverage

## The Benchmark scope

In total, 150 of the world's largest food companies were included in the 2023 Benchmark. These companies were broadly spread across the three food industry subsectors. The universe of companies is global although it continues to be weighted towards North American and European companies.

**Table A1**  
**Companies by sub-sector**

Sub-sector (ICB Classification)	Number of Companies
Food Retailers & Wholesalers (5337)	54
Food Producers (3570)	63
Restaurants & Bars (5757)	33
<b>Total</b>	<b>150</b>

Country of Listing or Incorporation	Number of Companies
USA	44
UK	18
France	13
China	12
Germany	8
Italy	8
Canada	7
Brazil	6
Netherlands	6
Japan	5
Switzerland	4
Sweden	3
Australia	2
Chile	2
Denmark	2
Mexico	2
Norway	1
Belgium	1
Ireland	1
New Zealand	1
Portugal	1
Spain	1
Thailand	1
Luxembourg	1

# The 2023 Benchmark Questions and Scoring

Farm Animal Welfare Policy Commitments		
Question 1.	Does the company acknowledge farm animal welfare as a business issue?	
Rationale	Acknowledging farm animal welfare as a relevant 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. Recognising animals as sentient beings provides a strong foundation for animal welfare policies.	
Scoring	No evidence that farm animal welfare is regarded as a relevant business issue.	0
	The company identifies farm animal welfare as a relevant business issue.	2.5
	The company identifies farm animal welfare as a relevant business issue and recognises farm animals as sentient beings.	5
	<b>(Max Score 5)</b>	
Explanatory Notes	<ul style="list-style-type: none"> <li>• This question is looking for an acknowledgement by the parent company that farm animal welfare is a relevant business issue and that farm animals are sentient beings.</li> <li>• Companies that publish policies that address farm animal welfare, even if they do not explain why this is relevant to the business, are awarded points.</li> <li>• Companies that acknowledge farm animal welfare as a relevant business issue and/or set out the reasons why it might be a business issue (e.g. because of public or customer concerns, security and sustainability of supply, cost, etc.) are awarded points.</li> <li>• Maximum points are awarded to companies that also recognise farm animals as sentient beings. This may be through recognition of the 'Five Freedoms of Animal Welfare' in combination with recognition of the need to promote positive welfare states, recognition of the 'Five Domains of Animal Welfare', or explicit recognition of animal sentience.</li> <li>• The score does not take account of the importance assigned by companies to farm animal welfare (e.g. relative to other corporate responsibility issues).</li> </ul>	

Farm Animal Welfare Policy Commitments		
Question 2.	Does the company publish an overarching farm animal welfare policy (or equivalent)?	
Rationale	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 firmly on the business agenda.	
Scoring	No evidence of a formal policy statement (or equivalent) on farm animal welfare.	0
	The company has a broad commitment to farm animal welfare within a policy statement (or equivalent).	2.5
	The company has a 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.	5
	<b>(Max Score 5)</b>	
Explanatory Notes	<ul style="list-style-type: none"> <li>• The assessment does not differentiate between companies that publish stand-alone farm animal welfare policies and companies that incorporate farm animal welfare into wider responsible sourcing or sustainability policies or codes of practice.</li> <li>• Companies that publish a clear statement of commitment to farm animal welfare that provides a starting point for the company's accountability to its stakeholders are awarded a score of 2.5 points.</li> <li>• Policies issued by company subsidiaries are not considered as overarching policies, and companies with such policies but no overarching (i.e. at the parent company level) policy are therefore not awarded points for this question. These policies are considered when deciding whether to award points for Questions 1, 4-11, 23-28 and 29-48.</li> <li>• Policies focused on specific farm animal welfare issues (e.g. antibiotics where farm animal welfare is mentioned in passing) are not considered as overarching policies. Companies with such policies but no overarching policy on farm animal welfare are therefore not awarded points for this question. These policies are considered when deciding whether to award points for Questions 1, 4-11, 23-28 and 29-48.</li> <li>• Companies that supplement these commitments or principles with details of how these are to be implemented are awarded a score of 5 points. To score maximum points, company farm animal welfare policies need to include most/all of the following: <ul style="list-style-type: none"> <li>- A clear statement of the reasons why farm animal welfare is important to the business (including both the business case and the ethical case for action)</li> <li>- A clear position regarding expected standards of farm animal welfare</li> <li>- A description of the processes in place to ensure that the policy is effectively implemented (e.g. senior management oversight, commitments to continuous improvement, performance monitoring, corrective action if the policy is not being effectively implemented)</li> <li>- A commitment to continuous improvement and public reporting on performance.</li> </ul> </li> </ul>	

Farm Animal Welfare Policy Commitments		
Question 3.	Does the farm animal welfare policy provide a clear explanation of scope?	
Rationale	Understanding the scope of a policy is important to understand the breadth of a company's commitment to action on farm animal welfare.	
Scoring	<b>3a. Geographic scope</b>	
	Geographic scope is not specified.	0
	Scope is limited to certain specified geographies.	1.5
	Scope is universal across all geographies.	3
	<b>3b. Geographic scope</b>	
	Species scope is not specified.	0
	Scope is limited to certain specified species.	1.5
	Scope is universal across all relevant species.	3
	<b>3c. Geographic scope</b>	
	Product scope is not specified.	0
	Scope is limited to certain specified products (such as own-brand products).	1.5
	Scope is universal across own brand and other brand products.	3
		<b>(Max Score 9)</b>

## Explanatory Notes

- This question is only scored if points have been awarded for Question 2, i.e. when the company has a published farm animal welfare policy.
- The sub-questions on geography, species and products are scored separately (i.e. companies could score up to 3 points in each of the three sub-questions, and the scores for each sub-question do not influence the scores awarded for the other sub-questions).
- The question acknowledges that policies can vary from market to market, across species and across product ranges. Companies are given credit if they clearly specify the limits to the application of their farm animal welfare policies.
- To qualify for partial points on product scope, policies need to apply to a significant proportion of a company's supply chain, such as a substantial business division (e.g. a restaurant brand or manufacturing division) or own-brand products (in the case of retailers and wholesalers). Policies which apply to limited product ranges are not awarded points.
- In some cases, companies use terms such as 'all animals' or 'all products'. For the purposes of this assessment, we take this to mean that the policy has universal application (with respect to animals and products respectively) and companies receive 3 points for these sub-questions. When unclear, we ask companies to clarify the scope in order to keep receiving these points in future Benchmarks.
- For companies involved in or using the products from finfish aquaculture, we do not assume that the corporate farm animal welfare policy also applies to finfish (i.e. the policy has universal application) unless the company states otherwise, or has a separate policy that applies to finfish. If it is unclear whether finfish are included, only partial points are awarded for the species-part of the question.
- We define finfish aquaculture as the breeding, rearing and harvesting of aquatic vertebrates (i.e. cold blooded animals with a bony or cartilaginous skeleton and a segmented spinal column) in all types of water environment enclosures, including ponds, rivers, lakes and the ocean.
- We do not consider policies for finfish that focus on conservation or sustainable fishing, unless there is an explicit reference to animal welfare within these.

Farm Animal Welfare Policy Commitments		
Question 4.	Does the company have a clear commitment to ending the use of close confinement for all species?	
Rationale	Many of the most significant farm animal welfare concerns result from close confinement practices (e.g. cages (battery, enriched/colony and combination/limited access systems) for laying hens; cages for rabbits and other poultry; gestation/sow stalls and farrowing crates for sows; concentrated animal feeding operations (CAFOs or feedlots) for beef cattle; permanent housing for dairy cows and beef cattle; single penning, tethering, veal crates for young ruminants; force-feeding systems; and, for finfish, recirculating aquaculture systems and close confinement of solitary finfish species, e.g. turbot) or from high stocking densities. It is good practice for companies to commit to no close confinement of farm animals and to avoid high stocking densities.	
Scoring	Not addressed.	0
	Limited to certain species, products or geographies.	2.5
	Universal across all relevant species, products and geographies.	5
	<b>(Max Score 5)</b>	
Explanatory Notes	<ul style="list-style-type: none"> <li>• This question may be scored even if points have not been awarded for Question 2. Points may be awarded for policies issued by company subsidiaries.</li> <li>• Companies that simply mention they avoid close confinement but do not state the specific confinement to be avoided receive zero points.</li> <li>• Simply stating compliance with legislation is not treated as a proxy for having a clear position on the issues in question. The reasons are (a) legislation, even in the EU, does not cover all relevant issues, (b) a commitment to compliance with legislation does not provide guarantees on performance in countries where such legislation is absent. Companies that state that they comply with legislation but do not have a formal policy are, therefore, awarded zero points.</li> <li>• Similarly, simply stating compliance with a farm assurance standard that specifies any of these issues is not treated as a proxy for having a clearly stated position, unless the commitment to the issue in question is made explicit (e.g. compliance with the standard is presented as a way of delivering on its commitment).</li> <li>• The question acknowledges that policies can vary from market to market and across product ranges. Companies are given credit if they clearly specify the limits to the application of their policies.</li> <li>• To qualify for partial points on product scope, policies need to apply to a significant proportion of a company's supply chain, such as a substantial business division (e.g. a restaurant brand or manufacturing division) or own-brand products (in the case of retailers and wholesalers). Policies which apply to limited product ranges are not awarded points.</li> <li>• In some cases, companies use terms such as 'all animals' or 'all products'. For the purposes of this assessment, we take this to mean that the policy has universal application (with respect to animals and products respectively) and companies receive 5 points. When unclear, we ask companies to clarify the scope in order to keep receiving these points in future Benchmarks.</li> </ul>	

Explanatory Notes  
Continued

- Regarding gestation/sow stalls, this question is looking for commitments that do not allow any time in stalls, except for a maximum of 4 hours for management purposes. Companies are expected to state the maximum time permitted within their policies and reporting.
- Regarding CAFOs and feedlots, these are defined as systems in which beef cattle are kept at high stocking densities, indoors on fully slatted or solid floors, or outdoors, and there is no opportunity for grazing, instead, feed is brought to the animals.
- For companies involved in or using the products from finfish aquaculture, we do not assume that the corporate farm animal welfare policy also applies to finfish (i.e. the policy has universal application) unless the company states otherwise, or has a separate policy that applies to finfish. If it is unclear whether finfish are included, only partial points are awarded.

Farm Animal Welfare Policy Commitments		
Question 5.	Does the company have a clear commitment to the provision of effective, species-specific enrichment for all species?	
Rationale	Companies are expected to provide animals with stimulating and complex environments that enable species-specific behaviours. Effective environmental modifications allow for the performance of strongly motivated species-specific behaviours and lead to the expression of a more complex behavioural repertoire. Examples include (but are not limited to) brushes for cattle; manipulable materials such as straw for pigs; pecking and dustbathing substrates, and perches for chickens; bathing water for ducks; outdoor range enhancement, such as artificial or natural shelter; for fish, physical enrichment such as (artificial) plants, floor substrates and structures, as well as sensory enrichment, such as cover or lighting, or occupational enrichment such as currents or water flow to induce swimming exercise. Animals with outdoor access should not be excluded from enrichment (provided outdoors or indoors). The BBFAW does not score outdoor access per se as enrichment. See the BBFAW briefing paper on environmental enrichment for further guidance on suitable forms of enrichment per species.	
Scoring	Not addressed.	0
	Limited to certain species, products or geographies.	2.5
	Universal across all relevant species, products and geographies.	5
	<b>(Max Score 5)</b>	
Explanatory Notes	<ul style="list-style-type: none"> <li>• This question may be scored even if points have not been awarded for Question 2. Points may be awarded for policies issued by company subsidiaries.</li> <li>• Companies that simply mention they provide environmental enrichment but do not state the specific environmental enrichment to be provided, receive zero points.</li> <li>• 'Enriched' cages are not awarded points.</li> <li>• Simply stating compliance with legislation is not treated as a proxy for having a clear position on the issues in question. The reasons are (a) legislation, even in the EU, does not cover all relevant issues, (b) a commitment to compliance with legislation does not provide guarantees on performance in countries where such legislation is absent. Companies that state that they comply with legislation but do not have a formal policy are, therefore, awarded zero points.</li> <li>• Similarly, simply stating compliance with a farm assurance standard that specifies any of these issues is not treated as a proxy for having a clearly stated position, unless the commitment to the issue in question is made explicit (e.g. compliance with the standard is presented as a way of delivering on its commitment).</li> <li>• The question acknowledges that policies can vary from market to market and across product ranges. Companies are given credit if they clearly specify the limits to the application of their policies.</li> <li>• To qualify for partial points on product scope, policies need to apply to a significant proportion of a company's supply chain, such as a substantial business division (e.g. a restaurant brand or manufacturing division) or own-brand products (in the case of retailers and wholesalers). Policies which apply to limited product ranges are not awarded points.</li> <li>• In some cases, companies use terms such as 'all animals' or 'all products'. For the purposes of this assessment, we take this to mean that the policy has universal application (with respect to animals and products respectively) and companies receive 5 points. When unclear, we ask companies to clarify the scope in order to keep receiving these points in future Benchmarks.</li> <li>• For companies involved in or using the products from finfish aquaculture, we do not assume that the corporate farm animal welfare policy also applies to finfish (i.e. the policy has universal application) unless the company states otherwise, or has a separate policy that applies to finfish. If it is unclear whether finfish are included, only partial points are awarded.</li> </ul>	



Farm Animal Welfare Policy Commitments		
Question 6.	Does the company have a clear commitment to ending the use of routine mutilations for all species?	
Rationale	Many farm animals are subjected to procedures that alter their bodies, often with no anaesthesia, causing pain and distress. Examples include beak trimming/tipping and any type of flight restraint in poultry, branding with hot irons, as well as disbudding/dehorning of ruminants and tail docking and castration in ruminants and pigs (surgical, rubber rings or clamping), tooth resection in pigs, and fin clipping in finfish aquaculture.	
Scoring	Not addressed.	0
	Limited to certain species, products or geographies.	2.5
	Universal across all relevant species, products and geographies.	5
	<b>(Max Score 5)</b>	
Explanatory Notes	<ul style="list-style-type: none"> <li>• This question may be scored even if points have not been awarded for Question 2. Points may be awarded for policies issued by company subsidiaries.</li> <li>• Companies that simply mention they avoid routine mutilations, but do not state the specific mutilations to be avoided, receive zero points.</li> <li>• Simply stating compliance with legislation is not treated as a proxy for having a clear position on the issues in question. The reasons are (a) legislation, even in the EU, does not cover all relevant issues, (b) mutilations are still commonly performed under derogations (c) a commitment to compliance with legislation does not provide guarantees on performance in countries where such legislation is absent. Companies that state that they comply with legislation but do not have a formal policy are, therefore, awarded zero points.</li> <li>• Similarly, simply stating compliance with a farm assurance standard that specifies any of these issues is not treated as a proxy for having a clearly stated position, unless the commitment to the issue in question is made explicit (e.g. compliance with the standard is presented as a way of delivering on its commitment).</li> <li>• The question acknowledges that policies can vary from market to market and across product ranges. Companies are given credit if they clearly specify the limits to the application of their policies.</li> <li>• To qualify for partial points on product scope, policies need to apply to a significant proportion of a company's supply chain, such as a substantial business division (e.g. a restaurant brand or manufacturing division) or own-brand products (in the case of retailers and wholesalers). Policies which apply to limited product ranges are not awarded points.</li> <li>• In some cases, companies use terms such as 'all animals' or 'all products'. For the purposes of this assessment, we take this to mean that the policy has universal application (with respect to animals and products respectively) and companies receive 5 points. When unclear, we ask companies to clarify the scope in order to keep receiving these points in future Benchmarks.</li> <li>• For companies involved in or using the products from finfish aquaculture, we do not assume that the corporate farm animal welfare policy also applies to finfish (i.e. the policy has universal application) unless the company states otherwise, or has a separate policy that applies to finfish. If it is unclear whether finfish are included, only partial points are awarded.</li> </ul>	

Farm Animal Welfare Policy Commitments									
Question 7.	Does the company have a clear commitment to ending the prophylactic and routine metaphylactic use of antibiotics for all species?								
Rationale	<p>Prophylaxis is the treatment of animals without clinical sign of disease. Metaphylaxis is the treatment of a group of animals when some within the group are showing clinical signs of disease.</p> <p>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 or metaphylactic; 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. 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. Points are not awarded for supply chains marketed as antibiotic-free, e.g., 'no antibiotics ever' due to the incentive this creates to withhold antibiotics from animals in need of treatment.</p> <p>For farmed fish, this question is looking for a clear commitment to ending the prophylactic use of antibiotics only.</p>								
Scoring	<table border="1"> <tr> <td>Not addressed.</td> <td>0</td> </tr> <tr> <td>Limited to certain species, products or geographies.</td> <td>2.5</td> </tr> <tr> <td>Universal across all relevant species, products and geographies.</td> <td>5</td> </tr> <tr> <td colspan="2" style="text-align: right;"><b>(Max Score 5)</b></td> </tr> </table>	Not addressed.	0	Limited to certain species, products or geographies.	2.5	Universal across all relevant species, products and geographies.	5	<b>(Max Score 5)</b>	
Not addressed.	0								
Limited to certain species, products or geographies.	2.5								
Universal across all relevant species, products and geographies.	5								
<b>(Max Score 5)</b>									
Explanatory Notes	<ul style="list-style-type: none"> <li>• This question may be scored even if points have not been awarded for Question 2. Points may be awarded for policies issued by company subsidiaries.</li> <li>• Simply stating compliance with legislation is not treated as a proxy for having a clear position on the issues in question. The reasons are (a) legislation, even in the EU, does not cover all relevant issues, (b) a commitment to compliance with legislation does not provide guarantees on performance in countries where such legislation is absent. Companies that state that they comply with legislation but do not have a formal policy are, therefore, awarded zero points.</li> <li>• Similarly, simply stating compliance with a farm assurance standard that specifies any of these issues is not treated as a proxy for having a clearly stated position, unless the commitment to the issue in question is made explicit (e.g. compliance with the standard is presented as a way of delivering on its commitment).</li> <li>• The question acknowledges that policies can vary from market to market and across product ranges. Companies are given credit if they clearly specify the limits to the application of their policies.</li> <li>• To qualify for partial points on product scope, policies need to apply to a significant proportion of a company's supply chain, such as a substantial business division (e.g. a restaurant brand or manufacturing division) or own-brand products (in the case of retailers and wholesalers). Policies which apply to limited product ranges are not awarded points.</li> <li>• Partial points may be awarded for commitments focused on prophylactic use in the absence of a commitment on routine metaphylactic use.</li> <li>• In some cases, companies use terms such as 'all animals' or 'all products'. For the purposes of this assessment, we take this to mean that the policy has universal application (with respect to animals and products respectively) and companies receive 5 points. When unclear, we ask companies to clarify the scope in order to keep receiving these points in future Benchmarks.</li> <li>• For companies involved in or using the products from finfish aquaculture, we do not assume that the corporate farm animal welfare policy also applies to finfish (i.e. the policy has universal application) unless the company states otherwise, or has a separate policy that applies to finfish. If it is unclear whether finfish are included, only partial points are awarded.</li> </ul>								

Farm Animal Welfare Policy Commitments		
Question 8.	Does the company have a clear commitment to ending long-distance live transport for all species?	
Rationale	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; less than 4 hours for poultry and rabbits, and less than 8 hours for other species. Unweaned animals, heavily pregnant animals and animals unfit for transport should not be transported. Transport of animals exceeding these limits, including loading and 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.	
Scoring	Not addressed.	0
	Limited to certain species, products or geographies.	2.5
	Universal across all relevant species, products and geographies.	5
	<b>(Max Score 5)</b>	
Explanatory Notes	<ul style="list-style-type: none"> <li>• This question may be scored even if points have not been awarded for Question 2. Points may be awarded for policies issued by company subsidiaries.</li> <li>• Simply stating compliance with legislation is not treated as a proxy for having a clear position on the issues in question. The reasons are (a) legislation, even in the EU, does not cover all relevant issues, (b) a commitment to compliance with legislation does not provide guarantees on performance in countries where such legislation is absent. Companies that state that they comply with legislation but do not have a formal policy are, therefore, awarded zero points.</li> <li>• Similarly, simply stating compliance with a farm assurance standard that specifies any of these issues is not treated as a proxy for having a clearly stated position, unless the commitment to the issue in question is made explicit (e.g. compliance with the standard is presented as a way of delivering on its commitment).</li> <li>• The question acknowledges that policies can vary from market to market and across product ranges. Companies are given credit if they clearly specify the limits to the application of their policies.</li> <li>• To qualify for partial points on product scope, policies need to apply to a significant proportion of a company's supply chain, such as a substantial business division (e.g. a restaurant brand or manufacturing division) or own-brand products (in the case of retailers and wholesalers). Policies which apply to limited product ranges are not awarded points.</li> <li>• In some cases, companies use terms such as 'all animals' or 'all products'. For the purposes of this assessment, we take this to mean that the policy has universal application (with respect to animals and products respectively) and companies receive 5 points. When unclear, we ask companies to clarify the scope in order to keep receiving these points in future Benchmarks.</li> <li>• For companies involved in or using the products from finfish aquaculture, we do not assume that the corporate farm animal welfare policy also applies to finfish (i.e. the policy has universal application) unless the company states otherwise, or has a separate policy that applies to finfish. If it is unclear whether finfish are included, only partial points are awarded.</li> </ul>	

Farm Animal Welfare Policy Commitments		
Question 9.	Does the company have a clear commitment to the use of humane methods of pre-slaughter stunning for all species?	
Rationale	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. For poultry, controlled atmospheric stunning using inert gas or multi-phase systems, or effective electrical stunning without live inversion, should be used. For pigs, this question is looking for commitments to end the use of high concentration CO2 gas systems. For salmon and trout, this question is looking for commitments to use percussion or electrical methods. For other fish this question is looking for commitments to end the use of ice slurry.	
Scoring	Not addressed.	0
	Limited to certain species, products or geographies.	2.5
	Universal across all relevant species, products and geographies.	5
	<b>(Max Score 5)</b>	
Explanatory Notes	<ul style="list-style-type: none"> <li>• This question may be scored even if points have not been awarded for Question 2. Points may be awarded for policies issued by company subsidiaries.</li> <li>• Simply stating compliance with legislation is not treated as a proxy for having a clear position on the issues in question. The reasons are (a) legislation, even in the EU, does not cover all relevant issues, (b) a commitment to compliance with legislation does not provide guarantees on performance in countries where such legislation is absent. Companies that state that they comply with legislation but do not have a formal policy are, therefore, awarded zero points.</li> <li>• Similarly, simply stating compliance with a farm assurance standard that specifies any of these issues is not treated as a proxy for having a clearly stated position, unless the commitment to the issue in question is made explicit (e.g. compliance with the standard is presented as a way of delivering on its commitment).</li> <li>• The question acknowledges that policies can vary from market to market and across product ranges. Companies are given credit if they clearly specify the limits to the application of their policies.</li> <li>• To qualify for partial points on product scope, policies need to apply to a significant proportion of a company's supply chain, such as a substantial business division (e.g. a restaurant brand or manufacturing division) or own-brand products (in the case of retailers and wholesalers). Policies which apply to limited product ranges are not awarded points.</li> <li>• In some cases, companies use terms such as 'all animals' or 'all products'. For the purposes of this assessment, we take this to mean that the policy has universal application (with respect to animals and products respectively) and companies receive 5 points. When unclear, we ask companies to clarify the scope in order to keep receiving these points in future Benchmarks.</li> <li>• For companies involved in or using the products from finfish aquaculture, we do not assume that the corporate farm animal welfare policy also applies to finfish (i.e. the policy has universal application) unless the company states otherwise, or has a separate policy that applies to finfish. If it is unclear whether finfish are included, only partial points are awarded.</li> </ul>	

Farm Animal Welfare Policy Commitments		
Ducks or Geese		
Question 10.	Does the company have a clear commitment not to produce or sell foie gras or meat from birds reared for foie gras?	
Rationale	Welfare issues associated with the production of foie gras include over-feeding, force-feeding (gavage) and the close confinement of ducks and geese within cages.	
Scoring	Not addressed.	0
	Universal across all relevant species, products and geographies.	5
	<b>(Max Score 5)</b>	
Explanatory Notes	<ul style="list-style-type: none"> <li>• This question may be scored even if points have not been awarded for Question 2. Points may be awarded for policies issued by company subsidiaries.</li> <li>• This question is only assessed for those companies that have ducks or geese in their supply chains.</li> <li>• Simply stating compliance with legislation is not treated as a proxy for having a clear position on the issues in question. The reasons are (a) legislation, even in the EU, does not cover all relevant issues, (b) a commitment to compliance with legislation does not provide guarantees on performance in countries where such legislation is absent. Companies that state that they comply with legislation but do not have a formal policy are, therefore, awarded zero points.</li> <li>• Similarly, simply stating compliance with a farm assurance standard that specifies any of these issues is not treated as a proxy for having a clearly stated position, unless the commitment to the issue in question is made explicit (e.g. compliance with the standard is presented as a way of delivering on its commitment).</li> <li>• Partial policies, which are limited to certain species, products or geographies, are not awarded points.</li> <li>• In some cases, companies use terms such as 'all animals' or 'all products'. For the purposes of this assessment, we take this to mean that the policy has universal application (with respect to animals and products respectively) and companies receive 5 points. When unclear, we ask companies to clarify the scope in order to keep receiving these points in future Benchmarks.</li> </ul>	

Farm Animal Welfare Policy Commitments		
Laying Hens, Pigs, Dairy Cattle, Beef Cattle, Rabbits, Ducks or Geese		
Question 11.	Does the company have a clear commitment to ending the use of other inhumane practices?	
Rationale	Practices covered by this question include the culling of day-old male chicks in egg supply chains; cow-calf separation in dairy and beef supply chains; fully slatted flooring for pigs, dairy and beef cattle, ducks and rabbits; and live plucking or live harvesting for geese.	
Scoring	Not addressed.	0
	Limited to certain species, products or geographies.	2.5
	Universal across all relevant species, products and geographies.	5
	<b>(Max Score 5)</b>	
Explanatory Notes	<ul style="list-style-type: none"> <li>• This question may be scored even if points have not been awarded for Question 2. Points may be awarded for policies issued by company subsidiaries.</li> <li>• This question is only assessed for those companies that have laying hens, pigs, dairy cattle, beef cattle, rabbits, ducks or geese in their supply chains.</li> <li>• Acceptable alternative practices to the culling of day-old male chicks include the use of in-ovo sexing methods and the use of dual-purpose breeds.</li> <li>• Simply stating compliance with legislation is not treated as a proxy for having a clear position on the issues in question. The reasons are (a) legislation, even in the EU, does not cover all relevant issues, (b) a commitment to compliance with legislation does not provide guarantees on performance in countries where such legislation is absent. Companies that state that they comply with legislation but do not have a formal policy are, therefore, awarded zero points.</li> <li>• Similarly, simply stating compliance with a farm assurance standard that specifies any of these issues is not treated as a proxy for having a clearly stated position, unless the commitment to the issue in question is made explicit (e.g. compliance with the standard is presented as a way of delivering on its commitment).</li> <li>• The question acknowledges that policies can vary from market to market and across product ranges. Companies are given credit if they clearly specify the limits to the application of their policies.</li> <li>• To qualify for partial points on product scope, policies need to apply to a significant proportion of a company's supply chain, such as a substantial business division (e.g. a restaurant brand or manufacturing division) or own-brand products (in the case of retailers and wholesalers). Policies which apply to limited product ranges are not awarded points.</li> <li>• In some cases, companies use terms such as 'all animals' or 'all products'. For the purposes of this assessment, we take this to mean that the policy has universal application (with respect to animals and products respectively) and companies receive 5 points. When unclear, we ask companies to clarify the scope in order to keep receiving these points in future Benchmarks.</li> </ul>	

Animal-Sourced Foods Policy Commitments		
Question 12.	Does the company acknowledge the need to reduce reliance on animal-sourced foods as a business issue?	
Rationale	Reducing reliance on animal-sourced foods, which may be achieved directly or through protein diversification, is key to ensuring that all animals farmed for food are able to be produced in high welfare systems capable of delivering a good quality of life, and that the food system contributes to planetary and human health. It is good practice for food companies to identify whether and why this is a relevant issue for the business.	
Scoring	No evidence that reducing reliance on animal-sourced foods is regarded as a relevant business issue.	0
	The company identifies reducing reliance on animal-sourced foods as a relevant business issue.	5
	<b>(Max Score 5)</b>	
Explanatory Notes	<ul style="list-style-type: none"> <li>• This question is looking for an acknowledgement by the parent company that reducing reliance on animal-sourced foods is a relevant business issue.</li> <li>• Companies that publish policies that address reducing reliance on animal-sourced foods, even if they do not explain why this is relevant to the business, are awarded points.</li> <li>• Companies that acknowledge reducing reliance on animal-sourced foods as a relevant business issue and/or set out the reasons why it may be a business issue (e.g. because of public or customer concerns, security and sustainability of supply, cost, etc.) are awarded points.</li> <li>• The score does not take account of the importance assigned by companies to reducing reliance on animal-sourced foods (e.g. relative to other corporate responsibility issues).</li> </ul>	

Animal-Sourced Foods Policy Commitments		
Question 13.	Does the company publish an overarching policy (or equivalent) on reducing reliance on animal-sourced foods?	
Rationale	It is good practice for companies to formalise their approach to reducing reliance on animal-sourced foods in a policy (or equivalent document such as a statement of guiding principles, a code of practice or a sourcing charter). Reducing reliance on animal-sourced foods may be achieved in multiple ways, including direct action on reduction (e.g., waste reduction, better utilisation, changes to business focus) or through protein diversification (e.g., new product development, reformulation). While the existence of a policy may not provide a guarantee of implementation, the absence of a policy is a clear sign that reducing reliance on animal-sourced foods is not firmly on the business agenda.	
Scoring	No evidence of a formal policy statement (or equivalent) on reducing reliance on animal-sourced foods.	0
	The company has a broad commitment to reducing reliance on animal-sourced foods within a policy statement (or equivalent).	5
	The company has a broad commitment to reducing reliance on animal-sourced foods 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>	
Explanatory Notes	<ul style="list-style-type: none"> <li>• This question is only scored if points have been awarded for Question 12, i.e., if the parent company recognises that reducing reliance on animal-sourced foods is a relevant business issue.</li> <li>• The assessment does not differentiate between companies that publish stand-alone policies on reducing reliance on animal-sourced foods and companies that incorporate reducing reliance on animal-sourced foods into wider responsible sourcing or sustainability policies or codes of practice.</li> <li>• Companies that publish a clear statement of commitment to reducing reliance on animal-sourced foods that provides a starting point for the company's accountability to its stakeholders are awarded points.</li> <li>• Policies issued by company subsidiaries are not considered as overarching policies, and companies with such policies but no overarching (i.e. at the parent company level) policy are therefore not awarded points for this question. These policies are considered when deciding whether to award points for Questions 22 and 28.</li> <li>• Companies that supplement these commitments or principles with details of how these are to be implemented are awarded a score of 10 points. To score maximum points, company policies need to include most/all of the following: <ul style="list-style-type: none"> <li>- A clear statement of the reasons why reducing reliance on animal-sourced foods is important to the business (including both the business case and the ethical case for action).</li> <li>- A description of how reducing reliance on animal-sourced foods is to be achieved, such as through protein diversification, product reformulation or communication to consumers</li> <li>- A description of the processes in place to ensure that the policy is effectively implemented (e.g. senior management oversight, commitments to continuous improvement, performance monitoring, corrective action if the policy is not being effectively implemented)</li> <li>- A commitment to continuous improvement and public reporting on performance.</li> </ul> </li> </ul>	



Animal-Sourced Foods Policy Commitments		
Question 14.	Does the policy on reducing reliance on animal-sourced foods provide a clear explanation of scope?	
Rationale	Understanding the scope of a policy is important to understand the breadth of a company's commitment to action on reducing reliance on animal-sourced foods.	
Scoring	14a. Geographic scope	
	Geographic scope is not specified.	0
	Scope is limited to certain specified geographies.	2.5
	Scope is universal across all geographies.	5
	14b. Business division scope	
	Business division scope is not specified.	0
	Scope is limited to certain specified business divisions.	2.5
	Scope is universal across all business divisions.	5
	<b>(Max Score 10)</b>	
Explanatory Notes	<ul style="list-style-type: none"> <li>• This question is only scored if points have been awarded for Question 13, i.e. when the company has a published policy on reducing reliance on animal-sourced foods.</li> <li>• The sub-questions on geography and products are scored separately (i.e. companies could score up to 5 points in each of the two sub-questions, and the scores for each sub-question do not influence the scores awarded for the other sub-question).</li> <li>• The question acknowledges that policies can vary from market to market and across business divisions. Companies are given credit if they clearly specify the limits to the application of their policies.</li> </ul>	

Farm Animal Welfare Governance and Management		
Question 15.	Has the company assigned day-to-day and board or senior management responsibility for farm animal welfare?	
Rationale	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 effectively managed.	
Scoring	<b>15a. Management responsibility</b>	
	No clearly defined management responsibility.	0
	The company has published details of the management position with responsibility for farm animal welfare on a day-to-day basis.	5
	<b>15b. Board or senior management responsibility</b>	
	No clearly defined board or senior management responsibility.	0
	The company has 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>	
Explanatory Notes	<ul style="list-style-type: none"> <li>The two sub-questions are scored separately (i.e. companies could score 5 points for publishing details of who is responsible for farm animal welfare on a day-to-day basis and 5 points for publishing details of senior management responsibility for overseeing the farm animal welfare policy).</li> <li>For the purposes of scoring on day-to-day responsibility, the question is not looking for named individuals, but evidence of roles with responsibility for farm animal welfare (e.g. a statement that this is the responsibility of a dedicated technical or sourcing manager, or a statement that responsibility is divided among a number of functions, with information on the various roles and responsibilities).</li> <li>For the management oversight sub-question, we recognise that companies may assign responsibility to a named senior person or that farm animal welfare may form part of the remit of a wider sustainability, CSR or sourcing committee. Therefore, 5 points are awarded if the company provides a clear account of board or senior management oversight.</li> <li>For the purposes of scoring, the emphasis is on the management of farm animal welfare. General information on the management or oversight of CSR or sustainability is only credited if it is clear that this includes farm animal welfare.</li> </ul>	

Farm Animal Welfare Governance and Management		
Question 16.	Does the company describe its internal processes for ensuring that its farm animal welfare policies are effectively implemented?	
Rationale	The effective implementation of a 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.	
Scoring	16a. Employee training	
	No information provided on employee training in farm animal welfare.	0
	The company provides specific training to employees in farm animal welfare.	5
	16b. Actions taken in the event of non-compliance	
	The company provides no information 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>	
Explanatory Notes	<ul style="list-style-type: none"> <li>The sub-questions (on training and on internal controls) are scored independently (i.e. the scores for each sub-question do not influence the scores for the other sub-question).</li> <li>On training, companies are only awarded 5 points if the training provided is aimed at employees and if it explicitly addressed farm animal welfare-related issues.</li> <li>The training question does not address the quality of the training provided, the manner in which skills or competencies are assessed, the number of employees receiving training or the number of hours of training provided.</li> <li>On internal controls, companies are only awarded 5 points if they explicitly discussed the actions that they take in relation to employee and/or supplier non-compliance with their farm animal welfare policy, e.g. when audit failures are identified. Descriptions of internal controls in relation to CSR or product quality-related policies are scored zero for this sub-question unless it is clear that these policies and processes also cover farm animal welfare.</li> </ul>	

Farm Animal Welfare Governance and Management		
Question 17.	Does the company describe how it implements its farm animal welfare policy (or equivalent) through its supply chain?	
Rationale	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).	
Scoring	No description of processes for implementing farm animal welfare policy through supply chain.	0
	17a. Does the company describe how it implements its farm animal welfare policy (or equivalent) through its supply chain via supplier contracts?	
	No information on how farm animal welfare is included in supplier contracts.	0
	The company incorporates farm animal welfare into contractual obligations for suppliers, but this is limited by geography and/or certain products or species.	1.5
	The company incorporates farm animal welfare into contractual obligations for suppliers across all species, products and geographies.	3
	17b. Does the company describe how it implements its farm animal welfare policy (or equivalent) through its supply chain via monitoring and auditing?	
	No information provided on how supplier compliance with contract conditions is monitored.	0
	The company specifies farm animal welfare as part of supplier auditing programme.	3
	17c. Does the company describe how it implements its farm animal welfare policy (or equivalent) through its supply chain via education and support?	
	No information provided on the specific support and/or education provided to suppliers.	0
The company provides specific support and/or education provided to suppliers on farm animal welfare policy/issues.	3	
	<b>(Max Score 9)</b>	
Explanatory Notes	<ul style="list-style-type: none"> <li>The sub-questions (on contracts, auditing and supplier education) are scored independently (i.e. the scores for each sub-question do not influence the scores for the other sub-questions).</li> <li>On contracts, companies are awarded partial points if they indicated that they included farm animal welfare in contracts but do not indicate whether this applied to all relevant contracts or if they indicated that farm animal welfare is not included in all contracts.</li> <li>On auditing, companies are only awarded 3 points if it is clear that their auditing processes explicitly covered farm animal welfare. Many of the companies reviewed reported that they audited their suppliers against safety and/or quality standards but, unless it is clear that these audit processes covered farm animal welfare, companies scored zero for this sub-question.</li> <li>On supplier support and/or education, 3 points are awarded to companies that publish case studies or examples and/or provide a more comprehensive description of their approach. The award of 3 points is not dependent on the number or proportion of suppliers receiving this support and/or education. A number of companies described their support to suppliers on a range of supply chain issues. However, unless it is clear that this support also covered farm animal welfare, companies scored zero for this sub-question.</li> </ul>	

Farm Animal Welfare Governance and Management	
Question 18.	Does the company describe and report on its use of welfare outcome measures (i.e. measures linked to the physical, emotional and/or behavioural wellbeing of animals)?
Rationale	<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. There is an increasing focus on positive outcome measures (e.g. active and play behaviour), as well as Qualitative Behavioural Assessment (such as animals being content, happy, or fearful, agitated). For retailers and wholesalers and restaurants and bars, this question applies to all own-brand products.</p> <p>WOMs might include for example:</p> <ul style="list-style-type: none"> <li>• For all species: mortality and cull rates, disease incidence.</li> <li>• For laying hens: end of lay feather coverage, feather cleanliness, keel bone fractures, bone breakages at slaughter.</li> <li>• For dairy cows: lameness, mastitis, body condition, involuntary culling rate, longevity, ease of calving, lesions, swellings, cleanliness, stomach ulcers, acidosis.</li> <li>• For sows: Longevity, lameness, body condition, shoulder and vulva lesions, ear and flank biting.</li> <li>• For pigs: lameness, cleanliness, tail bites, fight marks, bursitis and other lesions.</li> <li>• For broiler chickens: gait score, leg culls, footpad dermatitis, hock burn, breast blisters, feather cleanliness, muscle myopathies.</li> <li>• For beef: body condition, lameness, lesions, swellings, cleanliness, stomach ulcers, acidosis.</li> <li>• For rabbits: foot lesions, fur coverage, eye condition.</li> <li>• For fish: fin and body damage, sea lice and other ectoparasite infestations, skeletal deformities, condition factor, mortality and behaviour.</li> <li>• For mental wellbeing: reaction to humans or novelty, fear, comfort; qualitative behavioural analysis.</li> <li>• For behaviour: time spent lying/resting, ruminating or being active — foraging, perching, dustbathing, bathing (ducks), socialising, swimming (fish).</li> <li>• For transportation: injuries, slips and falls, fatigue, road traffic incidents, mortality (dead-on-arrival/DOA).</li> <li>• For slaughter: effectiveness of stunning.</li> </ul>

	<b>18a. Does the company describe how it uses welfare outcome measures to inform continuous improvement in its operations or supply chain?</b>	
	No information provided on how the company uses welfare outcome measures to inform continuous improvement in its operations or supply chain.	0
	The company describes how welfare outcome measures are used to inform continuous improvement in its operations or supply chain.	2
	<b>18b. Does the company report on welfare outcome measures (i.e. measures linked to the physical, emotional and/or behavioural wellbeing of animals)?</b>	
	No reporting on welfare outcome measures.	0
	The company partially reports on welfare outcome measures but this reporting is limited to certain geographies, species or products.	1
	The company reports fully on one welfare outcome measure for each relevant species, covering all geographies and products.	3
	The company fully reports on multiple welfare outcome measure for each relevant species, covering all geographies and products	5
		<b>(Max Score 7)</b>
Explanatory Notes	<ul style="list-style-type: none"> <li>• For the sub-question on how welfare outcome measures are used to inform continuous improvement in a company's operations or supply chain, points are awarded to companies that provide a clear description of their approach to using welfare outcome measures. This may include description of how welfare outcome measure data are used to help drive continuous improvement, or as indicators for corrective action.</li> <li>• The sub-question on reporting is looking for explicit, quantitative reporting on welfare outcome measures such as: <ul style="list-style-type: none"> <li>- Mortality rates (as an indicator of potential pain, suffering and suboptimal performance), for fish: mortality or survival rates.</li> <li>- Bone breakages (as an indicator of pain, suffering, suboptimal performance, and poor house design).</li> <li>- Lameness (as an indicator of potential pain, behavioural restriction and suboptimal environmental and housing conditions).</li> <li>- Body marks/injuries (as an indicator of aggressive fight damage, especially during mixing or competition at feeding, or from sexual behaviours).</li> <li>- Body condition (as an indicator of good feed management, or competition at feeding).</li> <li>- Cleanliness (as an indicator of good environmental control, thermal comfort).</li> <li>- Positive flock or herd behaviour (as an indicator of a varied stimulating environment, good management and suitable breed for production system).</li> <li>- Negative flock or herd behaviour, such as injurious feather pecking in poultry or tail biting in pigs (as a signpost of a barren non-stimulating environment, poor environmental control, low space allowance, feed and health problems).</li> </ul> </li> </ul>	

Explanatory Notes  
Continued

- Scores are not awarded for reporting on input-based measures (i.e. measures relating to the type of production system, e.g. caged, barn, free-range, as well as to the practices for transport and slaughter).
  - Scores are awarded for some health indicators (e.g. somatic cell count and mastitis for dairy cows), as these are often related to high levels of production thereby affecting welfare. Points are not awarded for production measures (e.g. egg output).
  - Similarly, scores are not awarded for companies that report on the proportion of animals managed according to particular farm animal welfare standards but do not report on the welfare outcomes resulting from the implementation of these standards.
  - Points are only awarded if the company is explicit about the proportion of animals affected. Companies that report on the total number of animals affected but do not put this number into context of the total number of animals used or processed are not awarded points.
-

Farm Animal Welfare Governance and Management		
Question 19.	Does the company assure its welfare scheme to a prescribed standard?	
Rationale	Farm assurance schemes provide frameworks and auditing 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. For retailers and wholesalers and restaurants and bars, this question applies to all own-brand products.	
Scoring	No assurance standard specified.	0
	A substantial proportion of products audited to either basic or higher farm assurance (or equivalent company) standard.	1
	All products audited to basic farm assurance (or equivalent company) standard across all species, products and geographies.	2
	All products audited to a combination of a basic farm assurance (or equivalent company) standard and a higher welfare assurance (or company equivalent standard), across all species, products and geographies.	4
	All products audited to higher welfare (or company equivalent) assurance standard, across all species, products and geographies.	10
	<b>(Max Score 10)</b>	
Explanatory Notes	<ul style="list-style-type: none"> <li>For the purposes of this question, we assess farm assurance schemes as either providing a basic or higher standard of animal welfare. Higher welfare schemes include indoor and outdoor (free range, organic) production systems.</li> <li>Basic farm assurance standards typically do not go beyond legislative requirements for welfare and so contribute relatively little to enhanced welfare. In general, these involve yearly inspections by an independent body. Examples of standards which provide basic farm assurance (typically within a wider quality context) include: Assured British Meat Scheme; Aquaculture Standards Council (ASC); Best Aquaculture Practice (BAP); Certification de Conformité de Produits; Global Standards; FMI Animal Welfare Standards; GLOBALG.A.P.; North American Meat Institute; Red Tractor Farm Assurance Scheme (standard production), VPF (Viande de Porc Française).</li> <li>Farming systems that provide for behavioural freedom without compromising health can be described as having higher welfare potential. Whilst it is essential to set high standards through input requirements, it is also important to monitor welfare outcomes (such as mortality, disease, lameness, injuries and the occurrence of normal and abnormal behaviours) to assess the overall performance of the system. Examples of higher welfare schemes include: Animal Welfare Approved; AEBEA levels A, B, C (France), Better Animal Welfare (Denmark); Beter Leven; Certified Humane; European Organic Certification; Global Animal Partnership (GAP 5-Step); KRAB; Neuland; Soil Association Organic; RSPCA Assured; Red Tractor Enhanced Welfare and Free-range; Label Rouge (for poultry, but not pigs).</li> <li>Companies may have developed their own higher welfare standards that they audit their suppliers against. Where this is the case, we need a clear description of how the company standard compares to the relevant basic or higher welfare assurance standards outlined above in order for points to be awarded.</li> <li>If companies audit against other voluntary schemes that claim to incorporate animal welfare components but without specifying them, they will typically not receive any point, unless they provide a clear description of the farm animal welfare requirements of such standards.</li> </ul>	



Farm Animal Welfare Governance and Management		
Question 20.	Does the company communicate to customers on higher farm animal welfare through education and/or awareness-raising activities?	
Rationale	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.	
Scoring	No evidence of communicating to customers on higher farm animal welfare.	0
	At least one example of communicating to customers on higher farm animal welfare.	5
	Multiple examples of communicating to customers on higher farm animal welfare.	10
	<b>(Max Score 10)</b>	
Explanatory Notes	<ul style="list-style-type: none"> <li>• The activities that could be considered in this question are defined broadly. Examples included: <ul style="list-style-type: none"> <li>- The provision of farm animal welfare information on the company's website. Note: This is not just about providing information in the corporate responsibility section of the website but making these issues an integral part of customer communications and engagement.</li> <li>- On-pack or on-shelf labelling — provided this is evidenced on the company's website, in its published reports or on social media platforms.</li> <li>- Information leaflets or information packs.</li> <li>- Media promotions.</li> <li>- Supporting third party campaigns or programmes e.g. the RSPCA Farm Animal Week.</li> <li>- Customer farm visits, seminars or roundtables.</li> <li>- Social media campaigns.</li> </ul> </li> <li>• Initiatives aimed at showing how products are sourced or produced but without an explicit focus on the welfare of farm animals are not scored in the assessment.</li> <li>• Companies that produce multiple consumer-facing videos on farm animal welfare are awarded five points, unless it is clear that these are linked to separate consumer engagement programmes or themes.</li> <li>• Companies are only awarded maximum points where there is clear evidence of multiple platforms or channels used to communicate to consumers.</li> <li>• Social media channels are not separately reviewed, so companies have to link to these channels from their webpages in order to receive points (e.g. for YouTube videos).</li> </ul>	

Animal-Sourced Foods Governance and Management		
Question 21.	Has the company assigned day-to-day and board or senior management responsibility for reducing reliance on animal-sourced foods?	
Rationale	When looking at the management of reducing reliance on animal-sourced foods, which may be achieved through protein diversification, both oversight and implementation responsibilities are important. Oversight is necessary to ensure that senior management is aware of the business implications of reducing reliance on animal-sourced foods and is prepared to intervene when needed (e.g. if there are tensions between the organisation's policy on reducing reliance on animal-sourced foods 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 reducing reliance on animal-sourced foods. It is, therefore, important that there are individual(s) responsible for ensuring that the policy on reducing reliance on animal-sourced foods is implemented and effectively managed.	
Scoring	21a. Day-to-day management responsibility	
	No clearly defined day-to-day management responsibility.	0
	The company has published details of the management position with responsibility for reducing reliance on animal-sourced foods on a day-to-day basis.	5
	21b. Board or senior management responsibility	
	No clearly defined board or senior management responsibility	0
	The company has published details of how the board or senior management oversees the implementation of the company's policy on reducing reliance on animal-sourced foods.	5
	<b>(Max Score 10)</b>	
Explanatory Notes	<ul style="list-style-type: none"> <li>• This question is only scored if points have been awarded for Question 12, i.e., if the parent company recognises that reducing reliance on animal-sourced foods is a relevant business issue.</li> <li>• This question recognises reducing reliance on animal-sourced foods may be achieved in multiple ways, including direct action on reduction (e.g., waste reduction, better utilisation, changes to business focus) or through protein diversification (e.g., new product development, reformulation).</li> <li>• The two sub-questions are scored separately (i.e. companies could score 5 points for publishing details of who is responsible for reducing reliance on animal-sourced foods on a day-to-day basis and 5 points for publishing details of senior management responsibility for overseeing the policy on reducing reliance on animal-sourced foods).</li> <li>• For the purposes of scoring on day-to-day responsibility, the question is not looking for named individuals, but evidence of roles with responsibility for reducing reliance on animal-sourced foods (e.g. a statement that this is the responsibility of a dedicated technical or sourcing manager, or a statement that responsibility is divided among a number of functions, with information on the various roles and responsibilities).</li> <li>• For the management oversight sub-question, we recognise that companies may assign responsibility to a named senior person or that reducing reliance on animal-sourced foods may form part of the remit of a wider sustainability, CSR or sourcing committee. Therefore, 5 points are awarded if the company provides a clear account of board or senior management oversight.</li> <li>• For the purposes of scoring, the emphasis is on the management of reducing reliance on animal-sourced foods. General information on the management or oversight of CSR or sustainability is only credited if it is clear that this includes reducing reliance on animal-sourced foods.</li> </ul>	

Animal-Sourced Foods Governance and Management		
Question 22.	Does the company communicate to customers on reducing reliance on animal-sourced foods through education and/or awareness-raising activities?	
Rationale	Companies have an important role to play in raising awareness of reducing reliance on animal-sourced foods among their customers and clients. This, in turn, should contribute to shifts in dietary consumption away from animal-sourced foods.	
Scoring	No evidence of communicating to customers on reducing reliance on animal-sourced foods.	0
	At least one example of communicating to customers on reducing reliance on animal-sourced foods.	5
	Multiple examples of communicating to customers on reducing reliance on animal-sourced foods.	10
	<b>(Max Score 10)</b>	
Explanatory Notes	<ul style="list-style-type: none"> <li>• This question is only scored if points have been awarded for Question 12, i.e., if the parent company recognises that reducing reliance on animal-sourced foods is a relevant business issue.</li> <li>• This question recognises reducing reliance on animal-sourced foods may be achieved in multiple ways, including direct action on reduction (e.g., waste reduction, better utilisation, changes to business focus) or through protein diversification (e.g., new product development, reformulation).</li> <li>• The activities that could be considered in this question are defined broadly. Examples included: <ul style="list-style-type: none"> <li>- The provision of information on reducing reliance on animal-sourced foods or protein diversification on the company's website. Note: This is not just about providing information in the corporate responsibility section of the website but making these issues an integral part of customer communications and engagement.</li> <li>- On-pack or on-shelf labelling — provided this is evidenced on the company's website, in its published reports or on social media platforms.</li> <li>- Information leaflets or information packs.</li> <li>- Media promotions.</li> <li>- Supporting third party campaigns or programmes.</li> <li>- Customer farm visits, seminars or roundtables.</li> <li>- Social media campaigns.</li> </ul> </li> <li>• Companies that produce multiple consumer-facing videos on reducing reliance on animal-sourced foods are awarded five points, unless it is clear that these are linked to separate consumer engagement programmes or themes.</li> <li>• Companies are only awarded maximum points where there is clear evidence of multiple platforms or channels used to communicate to consumers.</li> <li>• Social media channels are not separately reviewed, so companies have to link to these channels from their webpages in order to receive points (e.g. for YouTube videos).</li> </ul>	

Farm Animal Welfare Targets		
Laying Hens		
Question 23.	Does the company publish a clear target for ending the use of cages (battery and enriched/colony) for laying hens, or provide evidence that this has already been achieved?	
Rationale	Targets are the point where policy commitments are translated into substantive action, and where resources and responsibilities are allocated for the delivery of the targets.	
Scoring	No stated position.	0
	The company has published a partial time-bound target, or evidence of achievement, and the scope (in terms of geography or products) is clearly defined.	5
	The company has published a universal time-bound target, or evidence of achievement, across all relevant own-brand and other brand products and geographies.	10
	<b>(Max Score 10)</b>	
Explanatory Notes	<ul style="list-style-type: none"> <li>• This question is only assessed for those companies that produce, use or sell eggs or egg-based products.</li> <li>• This question is looking for a clear target for ending the use of cages (battery and enriched/colony) for laying hens within a reasonable timeframe, or evidence that this has already been achieved. It is anticipated that this question will expand in scope to also cover combination and limited access systems in future assessments.</li> <li>• Simply stating compliance with legislation is not treated as a proxy for having a clear position on the avoidance of cages. The reasons are (a) legislation, even in the EU, does not cover all close confinement practices, (b) a commitment to compliance with legislation does not provide guarantees on performance in countries where such legislation is absent. Companies that state that they comply with legislation but do not have a formal policy on cages are, therefore, awarded zero points.</li> <li>• Similarly, simply stating compliance with a farm assurance standard that prohibits cages is not treated as a proxy for having a clearly stated position, unless the commitment to avoidance is made explicit (e.g. compliance with the standard is presented as a way of delivering on its commitment to the avoidance of cages).</li> <li>• To qualify for partial points on product scope, policies need to apply to a significant proportion of a company's supply chain, such as a substantial business division (e.g. a restaurant brand or manufacturing division) or own-brand products (in the case of retailers and wholesalers). Policies which apply to limited product ranges are not awarded points.</li> </ul>	

Farm Animal Welfare Targets		
Broiler Chickens		
Question 24.	Does the company publish a clear target for achieving the requirements of the Better Chicken Commitment/European Chicken Commitment for broiler chickens as a minimum, or provide evidence that this has already been achieved?	
Rationale	Targets are the point where policy commitments are translated into substantive action, and where resources and responsibilities are allocated for the delivery of the targets.	
Scoring	No stated position.	0
	The company has published a partial time-bound target, or evidence of achievement, and the scope (in terms of geography or products) is clearly defined.	5
	The company has published a universal time-bound target, or evidence of achievement, across all relevant own-brand and other brand products and geographies.	10
	<b>(Max Score 10)</b>	
Explanatory Notes	<ul style="list-style-type: none"> <li>• This question is only assessed for those companies that produce, use or sell chicken or chicken-based products.</li> <li>• This question is looking for a clear target for achieving the requirements of the Better Chicken Commitment or European Chicken Commitment for broiler chickens or evidence that this has already been achieved (see <a href="http://www.betterchickencommitment.com/policy/">www.betterchickencommitment.com/policy/</a> and <a href="http://www.welfarecommitments.com/europeletter/">www.welfarecommitments.com/europeletter/</a>).</li> <li>• Simply stating compliance with legislation is not treated as a proxy for having a clear position on the requirements of the Better Chicken Commitment/European Chicken Commitment. The reasons are (a) legislation, even in the EU, does not cover all relevant practices, (b) a commitment to compliance with legislation does not provide guarantees on performance in countries where such legislation is absent. Companies that state that they comply with legislation but do not have a formal policy on the relevant practices are, therefore, awarded zero points.</li> <li>• Similarly, simply stating compliance with a farm assurance standard is not treated as a proxy for having a clearly stated position, unless the commitment to the requirements of the Better Chicken Commitment/European Chicken Commitment is made explicit (e.g. compliance with the standard is presented as a way of delivering on its commitment to the relevant practices).</li> <li>• To qualify for partial points on product scope, policies need to apply to a significant proportion of a company's supply chain, such as a substantial business division (e.g. a restaurant brand or manufacturing division) or own-brand products (in the case of retailers and wholesalers). Policies which apply to limited product ranges are not awarded points.</li> </ul>	

Farm Animal Welfare Targets		
Pigs		
Question 25.	Does the company publish a clear target for ending the use of gestation/sow stalls for sows, throughout pregnancy and during the observation period, or provide evidence that this has already been achieved?	
Rationale	Targets are the point where policy commitments are translated into substantive action, and where resources and responsibilities are allocated for the delivery of the targets.	
Scoring	No stated position.	0
	The company has published a partial time-bound target, or evidence of achievement, and the scope (in terms of geography or products) is clearly defined.	2.5
	The company has published a universal time-bound target, or evidence of achievement, across all relevant own-brand and other brand products and geographies.	5
	<b>(Max Score 5)</b>	
Explanatory Notes	<ul style="list-style-type: none"> <li>• This question is only assessed for those companies that produce, use or sell pork or pork-based products.</li> <li>• This question is looking for a clear target for ending the use of gestation/sow stalls for sows, throughout pregnancy and during the observation period (the period between weaning and pregnancy confirmation), within a reasonable timeframe, or evidence that this has already been achieved.</li> <li>• This question is looking for targets that do not allow any time in stalls, except for a maximum of 4 hours for management purposes. Companies are expected to state the maximum time permitted within their policies and reporting.</li> <li>• Simply stating compliance with legislation is not treated as a proxy for having a clear position on the avoidance of gestation/sow stalls. The reasons are (a) legislation, even in the EU, does not cover all close confinement practices, (b) a commitment to compliance with legislation does not provide guarantees on performance in countries where such legislation is absent. Companies that state that they comply with legislation but do not have a formal policy on gestation/sow stalls are, therefore, awarded zero points.</li> <li>• Similarly, simply stating compliance with a farm assurance standard that prohibits gestation/sow stalls is not treated as a proxy for having a clearly stated position, unless the commitment to avoidance is made explicit (e.g. compliance with the standard is presented as a way of delivering on its commitment to the avoidance of gestation/sow stalls).</li> <li>• To qualify for partial points on product scope, policies need to apply to a significant proportion of a company's supply chain, such as a substantial business division (e.g. a restaurant brand or manufacturing division) or own-brand products (in the case of retailers and wholesalers). Policies which apply to limited product ranges are not awarded points.</li> </ul>	

Farm Animal Welfare Targets		
Pigs		
Question 26.	Does the company publish a clear target for ending the use of farrowing crates for sows, or provide evidence this has already been achieved?	
Rationale	Targets are the point where policy commitments are translated into substantive action, and where resources and responsibilities are allocated for the delivery of the targets.	
Scoring	No stated position.	0
	The company has published a partial time-bound target, or evidence of achievement, and the scope (in terms of geography or products) is clearly defined.	2.5
	The company has published a universal time-bound target, or evidence of achievement, across all relevant own-brand and other brand products and geographies.	5
	<b>(Max Score 5)</b>	
Explanatory Notes	<ul style="list-style-type: none"> <li>• This question is only assessed for those companies that produce, use or sell pork or pork-based products.</li> <li>• This question is looking for a clear target for ending the use of farrowing crates for sows within a reasonable timeframe, or evidence that this has already been achieved.</li> <li>• Simply stating compliance with legislation is not treated as a proxy for having a clear position on the avoidance of farrowing crates. The reasons are (a) legislation, even in the EU, does not cover all close confinement practices, (b) a commitment to compliance with legislation does not provide guarantees on performance in countries where such legislation is absent. Companies that state that they comply with legislation but do not have a formal policy on farrowing crates are, therefore, awarded zero points.</li> <li>• Similarly, simply stating compliance with a farm assurance standard that prohibits farrowing crates is not treated as a proxy for having a clearly stated position, unless the commitment to avoidance is made explicit (e.g. compliance with the standard is presented as a way of delivering on its commitment to the avoidance of farrowing crates).</li> <li>• To qualify for partial points on product scope, policies need to apply to a significant proportion of a company's supply chain, such as a substantial business division (e.g. a restaurant brand or manufacturing division) or own-brand products (in the case of retailers and wholesalers). Policies which apply to limited product ranges are not awarded points.</li> </ul>	

Farm Animal Welfare Targets		
Dairy Cows		
Question 27.	Does the company publish a clear target for ending the use of tethering for dairy cows, or provide evidence this has already been achieved?	
Rationale	Targets are the point where policy commitments are translated into substantive action, and where resources and responsibilities are allocated for the delivery of the targets.	
Scoring	No stated position.	0
	The company has published a partial time-bound target, or evidence of achievement, and the scope (in terms of geography or products) is clearly defined.	5
	The company has published a universal time-bound target, or evidence of achievement, across all relevant own-brand and other brand products and geographies.	10
	<b>(Max Score 10)</b>	
Explanatory Notes	<ul style="list-style-type: none"> <li>• This question is only assessed for those companies that produce, use or sell dairy or dairy-based products.</li> <li>• This question is looking for a clear target for ending the use of tethering for dairy cows within a reasonable timeframe, or evidence that this has already been achieved.</li> <li>• Simply stating compliance with legislation is not treated as a proxy for having a clear position on the avoidance of tethering. The reasons are (a) legislation, even in the EU, does not cover all close confinement practices, (b) a commitment to compliance with legislation does not provide guarantees on performance in countries where such legislation is absent. Companies that state that they comply with legislation but do not have a formal policy on tethering are, therefore, awarded zero points.</li> <li>• Similarly, simply stating compliance with a farm assurance standard that prohibits tethering is not treated as a proxy for having a clearly stated position, unless the commitment to avoidance is made explicit (e.g. compliance with the standard is presented as a way of delivering on its commitment to the avoidance of tethering).</li> <li>• To qualify for partial points on product scope, policies need to apply to a significant proportion of a company's supply chain, such as a substantial business division (e.g. a restaurant brand or manufacturing division) or own-brand products (in the case of retailers and wholesalers). Policies which apply to limited product ranges are not awarded points.</li> </ul>	



Animal-Sourced Foods Targets		
Question 28.	Has the company set time-bound targets for reducing reliance on animal-sourced foods?	
Rationale	Targets are the point where policy commitments are translated into substantive action, and where resources and responsibilities are allocated for the delivery of the targets.	
Scoring	No published time-bound targets.	0
	The company has published a partial time-bound target, or evidence of achievement, and the scope (in terms of geography or products) is clearly defined.	5
	The company has published a universal time-bound target, across all geographies and business divisions.	10
	<b>(Max Score 10)</b>	
Explanatory Notes	<ul style="list-style-type: none"> <li>• This question is only scored if points have been awarded for Question 12, i.e., if the parent company recognises that reducing reliance on animal-sourced foods is a relevant business issue.</li> <li>• This question is looking for evidence of explicit, time-bound targets for reducing reliance on animal-sourced foods within a reasonable timeframe.</li> <li>• This question recognises reducing reliance on animal-sourced foods may be achieved in multiple ways, including direct action on reduction (e.g., waste reduction, better utilisation, changes to business focus) or through protein diversification (e.g., new product development, reformulation).</li> <li>• Targets explicitly focused on efforts to decrease volumes or proportions of animal sourced foods will be eligible for maximum points (10 points), whereas targets which imply reductions in animal sourced foods (e.g. focused on increasing the proportion of alternative proteins menu items) will be eligible for partial points (5 points).</li> </ul>	

Farm Animal Welfare Performance Impact																	
Laying Hens																	
Question 29.	What proportion of laying hens (for shell eggs and fresh/frozen products and ingredients) in the company's global supply chain is cage-free?																
Rationale	Companies should report on the proportion of laying hens that is cage-free. For retailers and wholesalers and restaurants and bars, this question applies to all own-brand products.																
Scoring	<table border="1"> <tbody> <tr> <td>0% of laying hens is cage-free, or no reported information.</td> <td>0</td> </tr> <tr> <td>1 — 20% of laying hens is cage-free.</td> <td>1</td> </tr> <tr> <td>21 — 40% of laying hens is cage-free.</td> <td>2</td> </tr> <tr> <td>41 — 60% of laying hens is cage-free.</td> <td>3</td> </tr> <tr> <td>61 — 80% of laying hens is cage-free.</td> <td>5</td> </tr> <tr> <td>81 — 98% of laying hens is cage-free.</td> <td>7</td> </tr> <tr> <td>99 — 100% of laying hens is cage-free.</td> <td>10</td> </tr> <tr> <td colspan="2" style="text-align: right;"><b>(Max Score 10)</b></td> </tr> </tbody> </table>	0% of laying hens is cage-free, or no reported information.	0	1 — 20% of laying hens is cage-free.	1	21 — 40% of laying hens is cage-free.	2	41 — 60% of laying hens is cage-free.	3	61 — 80% of laying hens is cage-free.	5	81 — 98% of laying hens is cage-free.	7	99 — 100% of laying hens is cage-free.	10	<b>(Max Score 10)</b>	
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Explanatory Notes	<ul style="list-style-type: none"> <li>• This question is only assessed for those companies that produce, use or sell eggs or egg-based products.</li> <li>• This question is looking specifically for reporting on the proportion of laying hens in the company's global supply chain that is cage-free, including battery and enriched/colony cages. It is anticipated that this question will expand in scope to also cover combination and limited access systems in future assessments.</li> <li>• Points are only awarded if the company is explicit about the proportion of laying hens affected. Companies that report on the total number of laying hens affected but do not put this number into context of the total number of animals used or processed globally (i.e. the scope of reported figures is unclear), are awarded minimal points.</li> <li>• Companies that report on the proportion of laying hens that is cage-free but limit their reporting to specified products and/or geographies are either awarded the equivalent of 1 or 2 points, depending on whether the scope of this partial reporting is substantial or not.</li> <li>• Scores are not awarded for companies that report on the proportion of laying hens managed according to particular higher welfare or organic standards but do not explicitly report on the proportion of laying hens that is cage-free in line with these standards.</li> <li>• Companies that make general statements about "Our laying hens" or "All laying hens" being cage-free are not awarded points unless there is explicit reporting on the proportion of laying hens that is cage-free (e.g. with statements such as: 'xx% of our laying hens ...').</li> <li>• We expect companies to report impact figures in an easy-to-understand format and with a clear description of the proportion of the supply chain that this data represented (i.e., it should not be necessary for the assessor to have to calculate the data in order to arrive at a percentage of the global supply chain).</li> </ul>																

Farm Animal Welfare Performance Impact																	
Laying Hens																	
Question 30.	What proportion of laying hens (for shell eggs and fresh/frozen products and ingredients) in the company's global supply chain is free from beak trimming or tipping?																
Rationale	Companies should report on the proportion of laying hens that is free from beak trimming or tipping. For retailers and wholesalers and restaurants and bars, this question applies to all own-brand products.																
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Explanatory Notes	<ul style="list-style-type: none"> <li>• This question is only assessed for those companies that produce, use or sell eggs or egg-based products.</li> <li>• This question is looking specifically for reporting on the proportion of laying hens in the company's global supply chain that is free from beak trimming or tipping.</li> <li>• Points are only awarded if the company is explicit about the proportion of animals affected. Companies that report on the total number of animals affected but do not put this number into context of the total number of animals used or processed globally, (i.e. the scope of reported figures is unclear) are awarded minimal points.</li> <li>• Companies that report on the proportion of laying hens that is free from beak trimming or tipping but limited their reporting to specified products and/or geographies are either awarded the equivalent of 1 or 2 points, depending on whether the scope of this partial reporting is substantial or not.</li> <li>• Scores are not awarded for companies that report on the proportion of animals managed according to particular farm assurance standards but do not explicitly report on the proportion of laying hens that is free from beak trimming or tipping in line with these standards.</li> <li>• Companies that make general statements about "Our laying hens" or "All chickens" being free from beak trimming or tipping are not awarded points unless there is explicit reporting on the proportion of laying hens that is free from beak trimming or tipping (e.g. with statements such as: 'xx% of our animals...').</li> <li>• We expect companies to report impact figures in an easy-to-understand format and with a description of the proportion of the supply chain represented, without relying on the assessor to make the calculations.</li> </ul>																

Farm Animal Welfare Performance Impact																	
Laying Hens																	
Question 31.	What proportion of laying hens (for shell eggs and fresh/frozen products and ingredients) in the company's global supply chain is from supply chains in which the day-old male chicks are not killed?																
Rationale	Companies should report on the proportion of laying hens that is from supply chains in which the day-old male chicks are not killed. For retailers and wholesalers and restaurants and bars, this question applies to all own-brand products.																
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Farm Animal Welfare Performance Impact																	
Broiler Chickens																	
Question 32.	What proportion of broiler chickens (for fresh/frozen chicken products and ingredients) in the company's global supply chain is reared at lower stocking densities (specifically, 30kg/m <sup>2</sup> or 6lbs/sq ft or less)?																
Rationale	Companies should report on the proportion of broiler chickens that is reared at lower stocking densities (specifically, 30kg/m <sup>2</sup> or 6lbs/sq ft or less). For retailers and wholesalers and restaurants and bars, this question applies to all own-brand products.																
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Explanatory Notes	<ul style="list-style-type: none"> <li>• This question is only assessed for those companies that produce, use or sell chicken or chicken-based products.</li> <li>• This question is looking specifically for reporting on the proportion of broiler chickens in the company's global supply chain that is reared at lower stocking densities, specifically, 30kg/m<sup>2</sup> or 6Lbs/sq ft or less.</li> <li>• Points are only awarded if the company is explicit about the proportion of broiler chickens affected. Companies that report on the total number of broiler chickens affected but do not put this number into context of the total number of broiler chickens used or processed globally, (i.e. the scope of reported figures is unclear) are awarded minimal points.</li> <li>• Companies that report on the proportion of broiler chickens that is reared at lower stocking densities, but limited their reporting to specified products and/or geographies are either awarded the equivalent of 1 or 2 points, depending on whether the scope of this partial reporting is substantial or not.</li> <li>• Scores are not awarded for companies that report on the proportion of broiler chickens managed according to particular farm assurance standards but do not explicitly report on the proportion of broiler chickens that is reared at lower stocking densities in line with these standards.</li> <li>• Companies that make general statements about "Our broiler chickens" or "All broiler chickens" being reared at lower stocking densities are not awarded points unless there is explicit reporting on the proportion of broiler chickens that is free from close confinement (e.g. with statements such as: 'xx% of our broiler chickens ...').</li> <li>• We expect companies to report impact figures in an easy-to-understand format and with a description of the proportion of the supply chain represented, without relying on the assessor to make the calculations.</li> </ul>																

Farm Animal Welfare Performance Impact																	
Broiler Chickens																	
Question 33.	What proportion of broiler chickens (for fresh/frozen chicken products and ingredients) in the company's global supply chain is from approved breeds with improved welfare outcomes or with a slower growth potential)?																
Rationale	Companies should report on the proportion of broiler chickens that is from breeds with improved welfare outcomes or with a slower growth potential. For retailers and wholesalers and restaurants and bars, this question applies to all own-brand products.																
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Explanatory Notes	<ul style="list-style-type: none"> <li>• This question is only assessed for those companies that produce, use or sell chicken or chicken-based products.</li> <li>• This question is looking specifically for reporting on the proportion of broiler chickens in the company's global supply chain that is from breeds that meet the Better Chicken Commitment/European Chicken Commitment requirements, with improved welfare outcomes or with a slower growth potential, defined as &lt;40g/d averaged over the growth cycle according to the breeding company specification (see <a href="http://www.betterchickencommitment.com/policy/">www.betterchickencommitment.com/policy/</a> and <a href="http://www.welfarecommitments.com/europeletter/">www.welfarecommitments.com/europeletter/</a>).</li> <li>• Points are only awarded if the company is explicit about the proportion of broiler chickens affected. Companies that report on the total number of broiler chickens affected but do not put this number into context of the total number of broiler chickens used or processed globally, (i.e. the scope of reported figures is unclear) are awarded minimal points.</li> <li>• Companies that report on the proportion of broiler chickens that is from breeds with improved welfare outcomes or a slower growth potential but limited their reporting to specified products and/or geographies are either awarded the equivalent of 1 or 2 points, depending on whether the scope of this partial reporting is substantial or not.</li> </ul>																

Explanatory Notes  
Continued

- Scores are not awarded for companies that report on the proportion of broiler chickens managed according to particular farm assurance standards but do not explicitly report on the breeds with improved welfare outcomes or with slower growth potential in line with these standards.
  - Companies that make general statements about “Our broiler chickens” or “All broiler chickens” being from breeds with improved welfare outcomes or a slower growth potential are not awarded points unless there is explicit reporting on the proportion of broiler chickens that is from breeds with improved welfare outcomes or slower growth potential (e.g. with statements such as: ‘xx% of our broiler chickens ...’).
  - Where companies report on their own breeds with improved welfare outcomes or slower growth potential, they needed to provide a clear description of how the company’s breed standard(s) compare to other breeds with improved welfare outcomes or a slower growth potential.
  - We expect companies to report impact figures in an easy-to-understand format and with a description of the proportion of the supply chain represented by this data, without relying on the assessor to make the calculations.
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Farm Animal Welfare Performance Impact		
Broiler Chickens		
Question 34.	What proportion of broiler chickens (for fresh/frozen chicken products and ingredients) in the company's global supply chain is subject to controlled atmospheric stunning using inert gas or multi-phase systems, or effective electrical stunning without live inversion?	
Rationale	Companies should report on the proportion of broiler chickens that is subject to controlled atmospheric stunning using inert gas or multi-phase systems, or effective electrical stunning without live inversion. For retailers and wholesalers and restaurants and bars, this question applies to all own-brand products.	
Scoring	0% of broiler chickens is subject to controlled atmospheric stunning using inert gas or multi-phase systems, or effective electrical stunning without live inversion, or no reported information.	0
	1 — 20% of broiler chickens is subject to controlled atmospheric stunning using inert gas or multi-phase systems, or effective electrical stunning without live inversion.	1
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	99 — 100% of broiler chickens is subject to controlled atmospheric stunning using inert gas or multi-phase systems, or effective electrical stunning without live inversion.	10
		<b>(Max Score 10)</b>
Explanatory Notes	<ul style="list-style-type: none"> <li>• This question is only assessed for those companies that produce, use or sell chicken or chicken-based products.</li> <li>• This question is looking specifically for reporting on the proportion of broiler chickens in the company's global supply chain that is subject to controlled atmospheric stunning using inert gas or multi-phase systems, or effective electrical stunning without live inversion.</li> <li>• Points are only awarded if the company is explicit about the proportion of broiler chickens affected. Companies that reported on the total number of broiler chickens affected but do not put this number into context of the total number of broiler chickens used or processed globally, (i.e. the scope of reported figures is unclear) are awarded minimal points.</li> </ul>	



Explanatory Notes  
Continued

- Companies that report on the proportion of broiler chickens that is subject to controlled atmospheric stunning using inert gas or multi-phase systems, or effective electrical stunning without live inversion but limited their reporting to specified products and/or geographies are either awarded the equivalent of 1 or 2 points, depending on whether the scope of this partial reporting is substantial or not.
- Scores are not awarded for companies that reported on the proportion of broiler chickens managed according to particular farm assurance standards but do not explicitly report on the proportion of animals that is subject to controlled atmospheric stunning using inert gas or multi-phase systems, or effective electrical stunning without live inversion in line with these standards.
- Companies that make general statements about “Our broiler chickens” or “All broiler chickens” being subject to controlled atmospheric stunning using inert gas or multi-phase systems, or effective electrical stunning without live inversion are not awarded points unless there is explicit reporting on the proportion of broiler chickens that is subject to controlled atmospheric stunning using inert gas or multi-phase systems, or effective electrical stunning without live inversion (e.g. with statements such as: ‘xx% of our broiler chickens ...’).
- We expect companies to report impact figures in an easy-to-understand format and with a description of the proportion of the supply chain represented by the data, without relying on the assessor to make the calculations.

Farm Animal Welfare Performance Impact																	
Pigs																	
Question 35.	What proportion of sows (for fresh/frozen pork products and ingredients) in the company's global supply chain is free from gestation/sow stalls?																
Rationale	Companies should report on the proportion of sows that is free from gestation/sow stalls throughout pregnancy and during the observation period. For retailers and wholesalers and restaurants and bars, this question applies to all own-brand products.																
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Explanatory Notes	<ul style="list-style-type: none"> <li>• This question is only assessed for those companies that produce, use or sell pork or pork-based products.</li> <li>• This question is looking specifically for reporting on the proportion of sows in the company's global supply chain that is free from gestation/sow stalls throughout pregnancy and during the observation period (i.e are group housed from weaning to pre-farrowing).</li> <li>• This question is looking for commitments that do not allow any time in stalls, except for a maximum of 4 hours for management purposes. Companies are expected to state the maximum time permitted within their policies and reporting.</li> <li>• Points are only awarded if the company is explicit about the proportion of sows affected. Companies that report on the total number of sows affected but do not put this number into context of the total number of sows used or processed globally, (i.e. the scope of reported figures is unclear) are awarded minimal points.</li> <li>• Companies that report on the proportion of sows that is free from gestation/sow stalls but limited their reporting to specified products and/or geographies are either awarded the equivalent of 1 or 2 points, depending on whether the scope of this partial reporting is substantial or not.</li> <li>• Scores are not awarded for companies that report on the proportion of sows managed according to particular higher welfare or organic standards but do not explicitly report on the proportion of sows that is free from gestation/sow stalls in line with these standards.</li> <li>• Companies that make general statements about "Our sows" or "All sows" being free from gestation/sow stalls are not awarded points unless there is explicit reporting on the proportion of sows that is free from gestation/sow stalls (e.g. with statements such as: 'xx% of our sows...').</li> <li>• We expect companies to report impact figures in an easy-to-understand format and description of the proportion of the supply chain represented, without having to do any calculations.</li> </ul>																

Farm Animal Welfare Performance Impact																	
Pigs																	
Question 36.	What proportion of sows (for fresh/frozen pork products and ingredients) in the company's global supply chain is free from farrowing crates?																
Rationale	Companies should report on the proportion of sows that is free from farrowing crates. For retailers and wholesalers and restaurants and bars, this question applies to all own-brand products.																
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Farm Animal Welfare Performance Impact																	
Pigs																	
<b>Question 37.</b>	<b>What proportion of pigs (for fresh/frozen pork products and ingredients) in the company's global supply chain is free from tail docking?</b>																
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<b>Explanatory Notes</b>	<ul style="list-style-type: none"> <li>• This question is only assessed for those companies that produce, use or sell pork or pork-based products.</li> <li>• This question is looking specifically for reporting on the proportion of pigs in the company's global supply chain that is free from tail docking.</li> <li>• Points are only awarded if the company is explicit about the proportion of pigs affected. Companies that reported on the total number of pigs affected but do not put this number into context of the total number of pigs used or processed globally, (i.e. the scope of reported figures is unclear) are awarded minimal points.</li> <li>• Companies that report on the proportion of pigs that are free from tail docking but limited their reporting to specified products and/or geographies are either awarded the equivalent of 1 or 2 points, depending on whether the scope of this partial reporting is substantial or not.</li> <li>• Scores are not awarded for companies that report on the proportion of pigs managed according to particular farm assurance standards but do not explicitly report on the proportion of pigs that are free from tail docking in line with these standards.</li> <li>• Companies that make general statements about "Our pigs" or "All pigs" being free from tail docking are not awarded points unless there is explicit reporting on the proportion of pigs that are free from tail docking (e.g. with statements such as: 'xx% of our pigs...').</li> <li>• We expect companies to report impact figures in an easy-to-understand format and with a description of the proportion of the supply chain this data represented, without relying on the assessor to make the calculations.</li> </ul>																

Farm Animal Welfare Performance Impact																	
Dairy Cows																	
Question 38.	What proportion of dairy cattle (for fresh/frozen milk and milk products and ingredients) in the company's global supply chain is free from tethering?																
Rationale	Companies should report on the proportion of dairy cattle that is free from tethering. For retailers and wholesalers and restaurants and bars, this question applies to all own-brand products.																
Scoring	<table border="1"> <tbody> <tr> <td>0% of dairy cows is free from tethering, or no reported information.</td> <td>0</td> </tr> <tr> <td>1 – 20% of dairy cows is free from tethering.</td> <td>1</td> </tr> <tr> <td>21 – 40% of dairy cows is free from tethering.</td> <td>2</td> </tr> <tr> <td>41 – 60% of dairy cows is free from tethering.</td> <td>3</td> </tr> <tr> <td>61 – 80% of dairy cows is free from tethering.</td> <td>5</td> </tr> <tr> <td>81 – 98% of dairy cows is free from tethering.</td> <td>7</td> </tr> <tr> <td>99 – 100% of dairy cows is free from tethering.</td> <td>10</td> </tr> <tr> <td colspan="2" style="text-align: right;"><b>(Max Score 10)</b></td> </tr> </tbody> </table>	0% of dairy cows is free from tethering, or no reported information.	0	1 – 20% of dairy cows is free from tethering.	1	21 – 40% of dairy cows is free from tethering.	2	41 – 60% of dairy cows is free from tethering.	3	61 – 80% of dairy cows is free from tethering.	5	81 – 98% of dairy cows is free from tethering.	7	99 – 100% of dairy cows is free from tethering.	10	<b>(Max Score 10)</b>	
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Explanatory Notes	<ul style="list-style-type: none"> <li>• This question is only assessed for those companies that produce, use or sell dairy or dairy-based products.</li> <li>• This question is looking specifically for reporting on the proportion of dairy cows in the company's global supply chain that is free from tethering.</li> <li>• Points are only awarded if the company is explicit about the proportion of dairy cows affected. Companies that report on the total number of dairy cows affected but do not put this number into context of the total number of dairy cows used or processed globally, (i.e. the scope of reported figures is unclear) are awarded minimal points.</li> <li>• Companies that report on the proportion of dairy cows that is free from tethering but limited their reporting to specified products and/or geographies are either awarded the equivalent of 1 or 2 points, depending on whether the scope of this partial reporting is substantial or not.</li> <li>• Scores are not awarded for companies that report on the proportion of dairy cows managed according to particular farm assurance standards but do not explicitly report on the proportion of dairy cows that is free from tethering in line with these standards.</li> <li>• Companies that make general statements about "Our dairy cows" or "All dairy cows" being free from tethering are not awarded points unless there is explicit reporting on the proportion of dairy cows that is free from tethering (e.g. with statements such as: 'xx% of our dairy cows...').</li> <li>• We expect companies to report impact figures in an easy-to-understand format and description of the proportion of the supply chain represented, without having to do any calculations.</li> </ul>																

Farm Animal Welfare Performance Impact		
Dairy Cows		
Question 39.	What proportion of dairy cattle (for fresh/frozen milk and milk products and ingredients) in the company's global supply chain is provided with pasture access?	
Rationale	Companies should report on the proportion of dairy cattle that is provided with pasture access (at least 6 hours per day for 120 days per year). For retailers and wholesalers and restaurants and bars, this question applies to all own-brand products.	
Scoring	0% of dairy cows is provided with pasture access, or no reported information.	0
	1 — 20% of dairy cows is provided with pasture access.	1
	21 — 40% of dairy cows is provided with pasture access.	2
	41 — 60% of dairy cows is provided with pasture access.	3
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	<b>(Max Score 10)</b>	
Explanatory Notes	<ul style="list-style-type: none"> <li>• This question is only assessed for those companies that produce, use or sell dairy or dairy-based products.</li> <li>• This question is looking specifically for reporting on the proportion of dairy cows in the company's global supply chain that is provided with pasture access for at least 6 hours per day for 120 days per year.</li> <li>• Points are only awarded if the company is explicit about the proportion of dairy cows affected. Companies that report on the total number of dairy cows affected but do not put this number into context of the total number of dairy cows used or processed globally, (i.e. the scope of reported figures is unclear) are awarded minimal points.</li> <li>• Companies that report on the proportion of dairy cows that is provided with pasture access but limited their reporting to specified products and/or geographies are either awarded the equivalent of 1 or 2 points, depending on whether the scope of this partial reporting is substantial or not.</li> <li>• Scores are not awarded for companies that report on the proportion of dairy cows managed according to particular farm assurance standards but do not explicitly report on the proportion of dairy cows that is provided with pasture access in line with these standards.</li> <li>• Companies that make general statements about "Our dairy cows" or "All dairy cows" being provided with pasture access are not awarded points unless there is explicit reporting on the proportion of dairy cows that is provided with pasture access (e.g. with statements such as: 'xx% of our dairy cows...').</li> <li>• We expect companies to report impact figures in an easy-to-understand format and description of the proportion of the supply chain represented, without having to do any calculations.</li> </ul>	

Farm Animal Welfare Performance Impact																	
Dairy Cows																	
Question 40.	What proportion of dairy cows (for fresh/frozen milk and milk products and ingredients) in the company's global supply chain is free from disbudding/dehorning?																
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Farm Animal Welfare Performance Impact																	
Beef Cattle																	
Question 41.	What proportion of beef cattle (for fresh/frozen beef products and ingredients) in the company's global supply chain is free from confinement in CAFOs or feedlots?																
Rationale	Companies should report on the proportion of beef cattle that is free from confinement in CAFOs or feedlots. For retailers and wholesalers and restaurants and bars, this question applies to all own-brand products.																
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Explanatory Notes	<ul style="list-style-type: none"> <li>• This question is only assessed for those companies that produce, use or sell beef or beef-based products.</li> <li>• This question is looking specifically for reporting on the proportion of beef cattle in the company's global supply chain that is free from confinement in CAFOs or feedlots. CAFOs and feedlots are defined as systems in which beef cattle are kept at high stocking densities, indoors on fully slatted or solid floors, or outdoors, and there is no opportunity for grazing, instead, feed is brought to the animals.</li> <li>• Points are only awarded if the company is explicit about the proportion of beef cattle affected. Companies that report on the total number of beef cattle affected but do not put this number into context of the total number of beef cattle used or processed globally, (i.e. the scope of reported figures is unclear) are awarded minimal points.</li> <li>• Companies that report on the proportion of beef cattle that is free from confinement in CAFOs or feedlots but limited their reporting to specified products and/or geographies are either awarded the equivalent of 1 or 2 points, depending on whether the scope of this partial reporting is substantial or not.</li> <li>• Scores are not awarded for companies that report on the proportion of beef cattle managed according to particular farm assurance standards but do not explicitly report on the proportion of beef cattle that is free from confinement in CAFOs or feedlots in line with these standards.</li> <li>• Companies that make general statements about "Our beef cattle" or "All beef cattle" being free from confinement in CAFOs or feedlots are not awarded points unless there is explicit reporting on the proportion of beef cattle that is free from confinement in CAFOs or feedlots (e.g. with statements such as: 'xx% of our beef cattle ...').</li> <li>• We expect companies to report impact figures in an easy-to-understand format and description of the proportion of the supply chain represented, without having to do any calculations.</li> </ul>																



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Beef Cattle																	
Question 42.	What proportion of beef cattle (for fresh/frozen beef products and ingredients) in the company's global supply chain is group housed as calves, throughout rearing?																
Rationale	Companies should report on the proportion of beef cattle that is group housed throughout rearing, including calves from birth (minimum pairs), calves originating from the dairy supply and veal calves. For retailers and wholesalers and restaurants and bars, this question applies to all own-brand products.																
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Farm Animal Welfare Performance Impact		
Beef Cattle		
Question 43.	What proportion of beef cattle (for fresh/frozen beef products and ingredients) in the company's global supply chain is free from disbudding/dehorning?	
Rationale	Companies should report on the proportion of beef cattle that is free from disbudding/dehorning. For retailers and wholesalers and restaurants and bars, this question applies to all own-brand products.	
Scoring	0% of beef cattle is free from disbudding/dehorning, or no reported information.	0
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Explanatory Notes	<ul style="list-style-type: none"> <li>• This question is only assessed for those companies that produce, use or sell beef or beef-based products.</li> <li>• This question is looking specifically for reporting on the proportion of beef cattle in the company's global supply chain that is free from disbudding/dehorning. Reporting related to the proportion of polled breed animals in the company's global supply chain will also be taken into account.</li> <li>• Points are only awarded if the company is explicit about the proportion of beef cattle affected. Companies that reported on the total number of beef cattle affected but do not put this number into context of the total number of beef cattle used or processed globally, (i.e. the scope of reported figures is unclear) are awarded minimal points.</li> <li>• Companies that report on the proportion of beef cattle that is free from disbudding/dehorning but limited their reporting to specified products and/or geographies are either awarded the equivalent of 1 or 2 points, depending on whether the scope of this partial reporting is substantial or not.</li> <li>• Scores are not awarded for companies that report on the proportion of beef cattle managed according to particular farm assurance standards but do not explicitly report on the proportion of beef cattle that is free from disbudding/dehorning in line with these standards.</li> <li>• Companies that make general statements about "Our beef cattle" or "All beef cattle" being free from disbudding/dehorning are not awarded points unless there is explicit reporting on the proportion of beef cattle that is free from disbudding/dehorning (e.g. with statements such as: 'xx% of our beef cattle ...').</li> <li>• We expect companies to report impact figures in an easy-to-understand format and with a description of the proportion of the supply chain represented by the data, without relying on the assessor to make the calculations.</li> </ul>	

Farm Animal Welfare Performance Impact																	
Farmed Salmon																	
Question 44.	What proportion of farmed salmon (for fresh/frozen salmon products and ingredients) in the company's global supply chain is reared at lower stocking densities (specifically, 10kg/m <sup>3</sup> or less)?																
Rationale	Companies should report on the proportion of farmed salmon that is reared at lower stocking densities. For retailers and wholesalers and restaurants and bars, this question applies to all own-brand products.																
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Explanatory Notes	<ul style="list-style-type: none"> <li>• This question is only assessed for those companies that produce, use or sell farmed salmon or farmed salmon-based products.</li> <li>• This question is looking specifically for reporting on the proportion of farmed salmon in the company's global supply chain that is reared at lower stocking densities (specifically, 10kg/m<sup>3</sup> or less).</li> <li>• Points are only awarded if the company is explicit about the proportion of farmed salmon affected. Companies that report on the total number of farmed salmon affected but do not put this number into context of the total number of farmed salmon used or processed globally, (i.e. the scope of reported figures is unclear) are awarded minimal points.</li> <li>• Companies that report on the proportion of farmed salmon that is reared at lower stocking densities but limited their reporting to specified products and/or geographies are either awarded the equivalent of 1 or 2 points, depending on whether the scope of this partial reporting is substantial or not.</li> <li>• Scores are not awarded for companies that report on the proportion of farmed salmon managed according to particular farm assurance standards but do not explicitly report on the proportion of farmed salmon that is reared at lower stocking densities in line with these standards.</li> <li>• Companies that make general statements about "Our farmed salmon" or "All farmed salmon" being reared at lower stocking densities are not awarded points unless there is explicit reporting on the proportion of farmed salmon that is reared at lower stocking densities (e.g. with statements such as: 'xx% of our farmed salmon ...').</li> <li>• We expect companies to report impact figures in an easy-to-understand format and description of the proportion of the supply chain represented, without having to do any calculations.</li> </ul>																

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Farmed Salmon																	
Question 45.	What proportion of farmed salmon (for fresh/frozen salmon products and ingredients) in the company's global supply chain is free from fasting lasting longer than 72 hours?																
Rationale	Companies should report on the proportion of farmed salmon that is free from fasting lasting longer than 72 hours. For retailers and wholesalers and restaurants and bars, this question applies to all own-brand products.																
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Explanatory Notes	<ul style="list-style-type: none"> <li>• This question is only assessed for those companies that produce, use or sell farmed salmon or products containing farmed salmon.</li> <li>• This question is looking specifically for reporting on the proportion of farmed salmon in the company's global supply chain that is free from fasting lasting longer than 72 hours.</li> <li>• Points are only awarded if the company is explicit about the proportion of farmed salmon affected. Companies that reported on the total number of farmed salmon affected but do not put this number into context of the total number of farmed salmon used or processed globally, (i.e. the scope of reported figures is unclear) are awarded minimal points.</li> <li>• Companies that report on the proportion of farmed salmon that is free from fasting lasting longer than 72 hours but limited their reporting to specified products and/or geographies are either awarded the equivalent of 1 or 2 points, depending on whether the scope of this partial reporting is substantial or not.</li> <li>• Scores are not awarded for companies that report on the proportion of farmed salmon managed according to particular farm assurance standards but do not explicitly report on the proportion of farmed salmon that is free from fasting lasting longer than 72 hours in line with these standards.</li> <li>• Companies that make general statements about "Our farmed salmon" or "All farmed salmon" being free from fasting lasting longer than 72 hours are not awarded points unless there is explicit reporting on the proportion of farmed salmon that is free from fasting lasting longer than 72 hours (e.g. with statements such as: 'xx% of our farmed salmon ...').</li> <li>• We expect companies to report impact figures in an easy-to-understand format and with a description of the proportion of the supply chain represented by the data, without relying on the assessor to make the calculations.</li> </ul>																

Farm Animal Welfare Performance Impact																	
Farmed Salmon																	
Question 46.	What proportion of farmed salmon (for fresh/frozen salmon products and ingredients) in the company's global supply chain is stun-killed using percussion or electrocution or is pre-slaughter stunned using effective percussion or electrocution followed up by a kill method before recovery of consciousness?																
Rationale	Companies should report on the proportion of farmed salmon that is stun-killed using percussion or electrocution or is pre-slaughter stunned using effective percussion or electrocution followed up by a kill method before recovery of consciousness. For retailers and wholesalers and restaurants and bars, this question applies to all own-brand products.																
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Explanatory Notes	<ul style="list-style-type: none"> <li>• This question is only assessed for those companies that produce, use or sell farmed salmon or products containing farmed salmon.</li> <li>• This question is looking specifically for reporting on the proportion of farmed salmon in the company's global supply chain that is stun-killed using percussion or electrocution or is pre-slaughter stunned using effective percussion or electrocution followed up by a kill method before recovery of consciousness.</li> <li>• Points are only awarded if the company is explicit about the proportion of farmed salmon affected. Companies that reported on the total number of farmed salmon affected but do not put this number into context of the total number of farmed salmon used or processed globally, (i.e. the scope of reported figures is unclear) are awarded minimal points.</li> <li>• Companies that report on the proportion of farmed salmon that is effectively stunned and killed but limited their reporting to specified products and/or geographies are either awarded the equivalent of 1 or 2 points, depending on whether the scope of this partial reporting is substantial or not.</li> <li>• Scores are not awarded for companies that report on the proportion of farmed salmon managed according to particular farm assurance standards but do not explicitly report on the proportion of farmed salmon that is effectively stunned and killed in line with these standards.</li> <li>• Companies that make general statements about "Our farmed salmon" or "All farmed salmon" being effectively stunned and killed are not awarded points unless there is explicit reporting on the proportion of farmed salmon that is effectively stunned and killed (e.g. with statements such as: 'xx% of our farmed salmon ...').</li> <li>• We expect companies to report impact figures in an easy-to-understand format and with a description of the proportion of the supply chain represented by the data, without relying on the assessor to make the calculations.</li> </ul>																

Farm Animal Welfare Performance Impact																	
All Species																	
<b>Question 47.</b>	<b>What proportion of animals (excluding fin fish) in the company’s global supply chain is transported within specified maximum journey times?</b>																
<b>Rationale</b>	Companies should report on the proportion of animals that is transported within specified maximum journey times. 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; less than 4 hours for poultry and rabbits, and less than 8 hours for other species. Transport of animals exceeding these limits, including loading and unloading, has been shown to decrease welfare significantly. For all companies, this question applies to all products (own-brand and other).																
<b>Scoring</b>	<table border="1"> <tbody> <tr> <td>0% of animals is transported within specified maximum journey times, or no reported information.</td> <td>0</td> </tr> <tr> <td>1 – 20% of animals is transported within specified maximum journey times.</td> <td>1</td> </tr> <tr> <td>21 – 40% of animals is transported within specified maximum journey times.</td> <td>2</td> </tr> <tr> <td>41 – 60% of animals is transported within specified maximum journey times.</td> <td>3</td> </tr> <tr> <td>61 – 80% of animals is transported within specified maximum journey times.</td> <td>5</td> </tr> <tr> <td>81 – 98% of animals is transported within specified maximum journey times.</td> <td>7</td> </tr> <tr> <td>99 – 100% of animals is transported within specified maximum journey times.</td> <td>10</td> </tr> <tr> <td style="text-align: right;"><b>(Max Score 10)</b></td> <td></td> </tr> </tbody> </table>	0% of animals is transported within specified maximum journey times, or no reported information.	0	1 – 20% of animals is transported within specified maximum journey times.	1	21 – 40% of animals is transported within specified maximum journey times.	2	41 – 60% of animals is transported within specified maximum journey times.	3	61 – 80% of animals is transported within specified maximum journey times.	5	81 – 98% of animals is transported within specified maximum journey times.	7	99 – 100% of animals is transported within specified maximum journey times.	10	<b>(Max Score 10)</b>	
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<b>Explanatory Notes</b>	<ul style="list-style-type: none"> <li>• This question is assessed for all companies.</li> <li>• This question is looking specifically for reporting on the proportion of animals in the company’s global supply chain that are transported within specified maximum journey times.</li> <li>• Points are only awarded if the company is explicit about the proportion of animals affected. Companies that reported on the total number of animals affected but do not put this number into context of the total number of animals used or processed globally (i.e. the scope of reported figures is unclear) are awarded minimal points.</li> <li>• Companies that report on the proportion of animals that is transported within specified maximum journey times but limited their reporting to specified products and/or geographies are either awarded the equivalent of 1 or 2 points, depending on whether the scope of this partial reporting is substantial or not.</li> <li>• Scores are not awarded for companies that report on the proportion of animals managed according to particular farm assurance standards but do not explicitly report on the proportion of animals that is transported within specified maximum journey times in line with these standards.</li> <li>• Companies that make general statements about “Our animals” or “All animals” are not awarded points unless there is explicit reporting on the proportion of animals that is transported within specified maximum journey times (e.g. with statements such as: ‘xx% of our animals...’).</li> <li>• We expect companies to report impact figures in an easy-to-understand format and with a description of the proportion of the supply chain represented by the data, without relying on the assessor to make the calculations.</li> </ul>																

Farm Animal Welfare Performance Impact		
All Species		
Question 48.	What proportion of animals (including fin fish) in the company's global supply chain is pre-slaughter stunned?	
Rationale	Companies should report on the proportion of animals that is pre-slaughter stunned. It is essential to render an animal unconscious (through for example captive bolt and stun-to-kill methods including electrical stunning, gas stunning) before the animal is slaughtered in order for it to be insensible to pain, discomfort and stress, until death occurs. For all companies, this question applies to all products (own-brand and other).	
Scoring	0% of products is from animals that have been pre-slaughter stunned, or no reported information.	0
	1 — 20% of products is from animals that have been pre-slaughter stunned.	1
	21 — 40% of products is from animals that have been pre-slaughter stunned.	2
	41 — 60% of products is from animals that have been pre-slaughter stunned.	3
	61 — 80% of products is from animals that have been pre-slaughter stunned.	5
	81 — 98% of products is from animals that have been pre-slaughter stunned.	7
	99 — 100% of products is from animals that have been pre-slaughter stunned.	10
		<b>(Max Score 10)</b>
Explanatory Notes	<ul style="list-style-type: none"> <li>• This question is assessed for all companies.</li> <li>• This question is looking specifically for reporting on the proportion of animals in the company's global supply chain that had been pre-slaughter stunned.</li> <li>• Points are only awarded if the company is explicit about the proportion of animals affected. Companies that reported on the total number of animals affected but do not put this number into context of the total number of animals used or processed globally (i.e. the scope of reported figures is unclear) are awarded minimal points.</li> <li>• Companies that report on the proportion of animals that is pre-slaughter stunned but limited their reporting to specified products and/or geographies are either awarded the equivalent of 1 or 2 points, depending on whether the scope of this partial reporting is substantial or not.</li> <li>• Scores are not awarded for companies that reported on the proportion of animals managed according to particular farm assurance standards but do not explicitly report on the proportion of animals that is pre-slaughter stunned in line with these standards.</li> <li>• Companies that make general statements about "Our animals" or "All animals" being pre-slaughter stunned are not awarded points unless there is explicit reporting on the proportion of animals that have been pre-slaughter stunned (e.g. with statements such as: 'xx% of our animals...').</li> <li>• We expect companies to report impact figures in an easy-to-understand format and with a description of the proportion of the supply chain represented by the data, without relying on the assessor to make the calculations.</li> </ul>	

Farm Animal Welfare Performance Impact		
All Species		
<b>Question 49.</b>	<b>Does the company report on volumes of animal-sourced foods by type (meat, dairy, fish, eggs) and/or by method of production?</b>	
<b>Rationale</b>	Companies are expected to publish volumes of animal-sourced foods by type and/or by method of production, increasing transparency of the extent to which the company is reliant on animal-sourced foods and supporting higher welfare production. Volumes may be reported as numbers of animals.	
<b>Scoring</b>	No reporting on volumes of animal-sourced foods by type (meat, dairy, fish, eggs) and/or by method of production.	0
	The company reports on volumes of animal-sourced foods by type (meat, dairy, fish, eggs) and/or by method of production, but this reporting is limited to certain geographies, species or products.	5
	The company reports fully on volumes of animal-sourced foods by type (meat, dairy, fish, eggs) and/or by method of production, covering all relevant geographies, species and products.	10
	<b>(Max Score 10)</b>	
<b>Explanatory Notes</b>	<ul style="list-style-type: none"> <li>• This question is looking specifically for reporting on the volumes of animal-sourced foods by type (meat, dairy, fish, eggs) and/or by method of production in the company's supply chain.</li> <li>• Reporting should reflect volumes, by weight, of product sold (for companies in the Retailers and Wholesalers, and Restaurants and Bars sub-sectors) or produced (for companies in the Producers and Manufacturers sub-sector). Alternatively, numbers of animals may be reported. Companies can report volumes in the context of overall volumes, i.e., to demonstrate a relative change in volume.</li> <li>• Volumes of different forms of meat, dairy, fish or eggs may be reported separately or combined. For example, one combined volume of meat may be reported for pork, beef and poultry. However, this question is looking for volumes of each category (meat, dairy, fish and eggs) to be reported separately.</li> <li>• For maximum points, the question is looking for reporting that covers all relevant geographies, species and products, and encompasses all products containing meat, dairy, fish or eggs as ingredients.</li> </ul>	



Animal-Sourced Foods Performance Reporting		
Question 50.	Does the company report on progress towards its targets for reducing reliance on animal-sourced foods?	
Rationale	In addition to having clear policy commitments and management practices, companies are expected to develop reporting criteria and publish details of progress made against targets set for reducing reliance on animal-sourced foods.	
Scoring	No reporting on progress towards targets for reducing reliance on animal-sourced foods.	0
	The company reports on progress towards targets for reducing reliance on animal-sourced foods, but this reporting is limited to certain geographies or business divisions.	5
	The company reports fully on progress towards targets for reducing reliance on animal-sourced foods, covering all relevant geographies and business divisions.	10
	<b>(Max Score 10)</b>	
Explanatory Notes	<ul style="list-style-type: none"> <li>• This question is only scored if Question 28 is met fully or partially.</li> <li>• This question recognises reducing reliance on animal-sourced foods may be achieved in multiple ways, including direct action on reduction (e.g. waste reduction, better utilisation, changes to business focus) or through protein diversification (e.g., new product development, reformulation).</li> <li>• Reporting on targets explicitly focused on efforts to decrease volumes or proportions of animal sourced foods will be eligible for maximum points (10 points), whereas reporting on targets which imply reductions in animal sourced foods (e.g. focused on increasing the proportion of alternative proteins menu items) will be eligible for partial points (5 points).</li> <li>• This question is looking specifically for explicit monitoring data, this can be quantitative (e.g., reporting on the proportion by which the company has reduced its sales of animal-sourced foods, or the proportion by which the company has increased its sales of alternative proteins).</li> </ul>	

# Credits

## Photography

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Front Cover

[Iga Palacz](#)

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[Kishyru](#)

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Page 11

[Oliver Sharp](#)

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[Miguel Ángel Díaz Magister](#)

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[Clayton Chase](#)

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[Brett Jordan](#)

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[Lightpoet](#)

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[Bri Tucker](#)

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[Grant Durr](#)

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[Dmitry Kalinovsky](#)

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[Lesha Delgado](#)

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[Monika Kubala](#)

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Page 56

[Slowmotiongli](#)

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Back Cover

[Priscilla Du Preez](#)

## Design

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Superfried design studio

[superfried.com](#)

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Business Benchmark on  
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