

Performance Measurement

In 2016 we strengthened our Animal Welfare Policy and introduced a series of goals and objectives. Given the complexity of our supply chain, we recognised that achieving our goals would take time. We initially prioritised those species and ingredients, namely dairy and egg, that were supplied directly to us and where we could exert the most influence and achieve the most impact. For instance, we have now achieved our 2017 commitment to source only cage free eggs for our Direct purchases.

Our plan is to extend our plan to all other species and across all Indirect purchases where a supplier is using an animal or animal product within an ingredient supplied to us. We are working progressively with our suppliers towards meeting our welfare requirements across all species. We have integrated animal welfare into suppliers' contractual obligations. In 2017 we commenced a formal supplier engagement programme covering our suppliers of direct animal and animal products e.g. meat, eggs, milk, cream, butter, milk powders. In 2018 we extended beyond the direct supply of animal and animal products to a review of performance against our animal welfare policy to all suppliers (over 65) that have farm animals in their supply chain, therefore covering both Direct and Indirect sourcing of animal-based ingredients and derivatives (over 500). We also include derivatives of meat, eggs and dairy such as gelatine, meat stocks, and bouillons.

The results of this programme are detailed in the reporting section and individual animal species sub-sections below and will be updated on an annual basis as we develop our measurement and progress towards our goals.

Whilst we accept that we have further work to do, the direct engagement with suppliers across our wider supply chain has enabled us to obtain some key animal welfare performance measurements, as well as providing us with a better understanding of the approach our suppliers are taking with regards to demonstrating their on-going commitment to key animal welfare issues.

We are monitoring the performance of our suppliers through species specific self-assessments/questionnaires, third party accreditations (e.g. Red Tractor), EU regulations and on site/farm visits and audits.