



Our animal welfare policy and
livestock & farmed fish KPIs

WAITROSE
& PARTNERS

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RECOGNITION AND AWARDS

Our animal welfare requirements are some of the most stringent in the world. We know this because Waitrose & Partners holds the award for [best retailer](#) in Europe for our farm animal welfare standards for the fourth consecutive time. This was last awarded in 2021.

Animal welfare organisation [Compassion in World Farming](#) (CIWF) judged our standards better than those of other retailers in the United Kingdom and Europe. The survey ranks supermarkets on policies, performance and overall approach to animal welfare.

CIWF uses its [Supermarket Survey](#) to judge the winner based on a company's animal welfare standards for laying hens, broiler chickens, dairy cows and calves, sows and meat pigs and farmed fish.

Dr Tracey Jones, CIWF director of food business said; 'We've been working closely with Waitrose & Partners for many years and have been impressed by their consistent determination to be the best when it comes to farm animal welfare. They continually strive to do what is right, both for the animals and for their customers, making them true leaders in Europe.'

We are proud to hold the following farm animal welfare awards from Compassion in World Farming:

1. Best Retailer in Europe: 2021, 2019, 2017, 2015
2. Best Retailer Marketing Award: 2019, 2017
3. Best Retailer Innovation Award: 2022
4. Inaugural Cage Free Award (held since 2017 and made possible by our partnership with The Compleat Food Group, who supply our authentic continental pig meat)
5. The Good Pig Award (held since 2012)
6. The Good Dairy Award (held since 2011)
7. The Good Chicken Award (held since 2010)
8. The Good Egg Award (held since 2008)
9. Most Compassionate Supermarket: 2004, 2006, 2010

Read more about the CIWF retailer awards [here](#).

We are proud to hold the Best Retailer Innovation Awards from BBC Food and Farming Awards 2021.

Waitrose & Partners is also closely engaged with the Business Benchmark on Farm Animal Welfare (BBFAW). The BBFAW is the leading global measure of farm animal welfare management, policy commitment, performance and disclosure in food companies. The latest results can be found on [BBFAW.com](#)

THE WAITROSE & PARTNERS APPROACH TO ANIMAL WELFARE

At Waitrose & Partners, we believe that animal welfare and good business go hand in hand, because our customers expect and rely on us to be doing the right thing. Rearing livestock well and ensuring that high welfare standards apply throughout the animal's life are vital to ensuring the quality of the meat, fish and produce we sell.

We work closely with all our farmers to ensure that all the livestock that provide the meat, poultry, eggs, milk and fish products we sell are reared to high welfare standards.

The five freedoms form the core of our animal welfare standards but we are always looking at ways of developing and improving these.

1. **Freedom from Hunger and Thirst** – by ready access to fresh water and a diet to maintain full health and vigour.
2. **Freedom from Discomfort** – by providing an appropriate environment including shelter and a comfortable resting area.
3. **Freedom from Pain, Injury or Disease** – by prevention or rapid diagnosis and treatment.
4. **Freedom to Express Normal Behaviour** – by providing sufficient space, proper facilities and company of the animal's own kind.
5. **Freedom from Fear and Distress** – by ensuring conditions and treatment, which avoid mental suffering.

We believe we need to go beyond the universal five freedom measures of animal welfare.

We recognise that as sentient beings animals have the ability to both feel pain and experience positive emotions such as joy and pleasure. As such, whilst we currently capture a breadth of welfare outcome measures we feel it is the right time to explore further measures such as those underpinning the freedom to express positive emotions. We have been actively working with independent industry experts including academics, non-governmental organisations (NGOs) and animal welfare specialists to develop the extended list of outcome measures for each supply chain. In 2018, the expert panel, suppliers and ourselves formed the Waitrose Animal Welfare Development Group to support our mission to ensure animals on Waitrose farms are living a Good Life.

This led us to a partnership with The Scotland's Rural College (SRUC) and Professor Francoise Wemelsfelder to develop an approach to assess animals' emotional wellbeing called qualitative behavioural assessment (QBA). The key concept behind this fits in with our own philosophy that **"animals are not production systems to be managed"**, they are fellow sentient beings and we must acknowledge the animal's perspective on life. We must ask ourselves this question: "What can farm life be like for them?" Animals want to engage, choose, make decisions and become competent. They can create a life, not just consume resources.

The QBA system was designed to allow us to equip our field teams – the people who go out on farm, day in and day out, who work with our farmers to maintain the highest welfare standards – with a virtual toolkit to record animal behaviours identified as being indicative of emotional wellbeing. We began trialing the system in September 2020, and whilst we have faced some technical challenges in amalgamating the data, we believe this is a critical part of demonstrating better welfare.

The system will not allow us to see the world as animals do, but it will allow us to make better decisions about their environments and the way we treat them to help us make them feel more at home, comfortable and, dare we say, happier on farm.

ON LAND AND AT SEA

In our UK land-based livestock supply chains, Waitrose & Partners welfare requirements extend well beyond basic Red Tractor Assurance with bespoke, independently verified standards that farmers must adhere to. Close confinement systems, including farrowing crates and caged hens, are not used and stocking densities are lower than average across the supply chain. Journey times are much shorter than the legal maximum, with Waitrose & Partners implementing our own maximum travel time requirements for some supply chains. We conduct our own assessments of farm management practices, and farms are independently audited by the relevant assurance schemes, supplemented by our own bespoke standards (detailed below). Our hauliers undergo livestock handling and welfare training and our slaughter sites are reviewed by the Humane Slaughter Association.

We have been working on responsible seafood sourcing for more than 20 years and our suppliers only source fish from fisheries or farmed aquaculture operations that are responsibly managed. All our farmed fish suppliers, irrespective of geographic location, utilise certification standards such as Aquaculture Stewardship Council (ASC), Global Gap, Global Aquaculture Alliance Best Aquaculture Practices, RSPCA Assured or recognised organic certification. We ensure all our staff are welfare trained. Additionally, salmon, loch trout, sea bass and bream producers are assessed through our own bespoke Responsible Efficient Production Index (REP), and this is being rolled out to all farmed fish species. The REP includes a number of 'bolt-on' higher welfare indicators, that go beyond certification requirements. It represents a unique 'feet on the farm' assessment, designed to be conducted for every production cycle. The results of this are closely monitored and acted upon to ensure higher welfare standards.

All supply chains are committed to eradicating on-farm mutilation with procedures such as fish fin clipping forbidden on salmon farms and pig tail docking only permitted with veterinary recommendation. This is carefully implemented by farm managers; exceptions (by veterinary recommendation) are reported to Waitrose on a regular basis; this is used to help inform interventions, capacity building and research. We are committed to finding alternatives to all forms of livestock mutilation.

Production is kept as natural as possible by providing environmental and social enrichment. We use a high forage diet for ruminant species and make sure that dairy cows graze for at least half the year (183 days). In fact, during 2023 our conventional (non-organic) dairy farmers managed to graze their herds for an average of 188 days, with our Organic dairy farmers averaging 251 days.

Our Agriculture Managers and Aquaculture and Fisheries Managers, in conjunction with the Waitrose Farming Partnership Livestock Steering Group (LSG) and the Waitrose Farming Partnership Fish Forum (FF), are charged with the overall responsibility for animal welfare in our supply chain. Members of the LSG are all livestock experts from Waitrose & Partners and its suppliers, and our technical team has animal welfare training. Courses completed by our in-house team include Bristol University's Poultry / Animal Welfare Officer training and the University of the Highlands and Islands' course on Fish Welfare.

The John Lewis Partnership Ethics & Sustainability Committee, which includes a number of the Partnership Executive Directors, has oversight of our Ethics & Sustainability strategy and priority issues, including animal welfare. This ensures it is monitored at the highest level – the office of our Chairman, Jason Tarry.

OUR ANIMAL WELFARE POLICIES

Our animal welfare policies, key performance indicator graphs and historical welfare outcomes across supply chains are shown in our KPI results seen in this document. These results are monitored by ourselves, our farmers and our processors. All of this is important to Waitrose & Partners, as we only work with farmers we know and trust and who share our values.

General information

All our policy commitments, and all of our reporting, unless explicitly stated otherwise, apply to 100% of our own-brand supply chains (fresh, frozen, ingredient) irrespective of geographic location. These include all UK supply, and our authentic continental pig meat sourced from Europe via our partner The Compleat Food Group.

We have long-standing relationships with most of our livestock and fish suppliers, dating back more than 25 years – in some cases more than 30 years. Specific requirements for high standards of animal welfare are built into our formal contractual arrangements and closely monitored as part of our auditing and farm visit schedule. We work closely with our own-brand supply chains to ensure high standards are upheld. In addition to our own brand products, we also sell branded products in stores which are produced by a range of companies from household names to small local suppliers.

The key principles of our overarching policies on farm animal welfare - that it is a relevant business issue, that the principles of the five freedoms must be adhered to, and that animals are sentient beings that deserve to be treated with respect - apply across all goods that we sell, brands included.

Branded goods represent 40% of Waitrose sales by volume. Our influence over the policies and performance of branded goods is more limited. We are, however, actively exploring how best to work with branded suppliers to influence positive change for animal welfare in the wider industry. Where we can drive improvements in animal welfare for branded products, we do. We include a section on specific branded meat products where we do not have an own-brand alternative later in this document. We have also made a series of commitments on how we will work with our branded suppliers, alongside some specific targets, which are also detailed in this section.

We have already taken concrete steps to apply sustainability policies to high impact areas for branded goods. For example, we work with our branded tuna suppliers to improve their sustainability credentials. We are committed to ensuring that all our branded canned tuna is either Marine Stewardship Council (MSC) certified or pole and line caught. All Waitrose & Partners own-brand canned tuna has been pole and line caught since 2009 and MSC certified since 2013 – we are the only supermarket to maintain the MSC Pole and Line standard across our entire range, including ingredients. This builds on our own responsible fish sourcing programme which has been running for nearly 25 years.

For eggs, we do not sell any own-brand quail eggs or duck eggs. These branded products are from Clarence Court and produced from birds free from confinement and reared to higher welfare standards.

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.

Antibiotics

Waitrose & Partners recognises the potential risks to human healthcare of the overuse of antibiotics in livestock supply chains. That's why within the Waitrose & Partners supply chain, all antibiotics are used carefully, under strict protocols and only in controlled circumstances.

Healthy animals are not routinely given antibiotics, they are only used for treating illness or for those with pre-existing conditions. Our policy also strongly encourages against the use of metaphylactic antibiotic treatment, but recognise that in specific supply chains, such as aquaculture, there are currently no effective alternatives to safeguard animal/fish welfare in the case of a disease outbreak, and therefore metaphylactic use may be the only appropriate course of action. We maintain that some antibiotics are important medicines to hold in the animal health armoury but they must be used sparingly. This is done under the close supervision of a veterinary surgeon as a last resort when other courses of action have proved ineffective and when welfare would be seriously compromised if they weren't prescribed. This protocol applies to all our supply chains, including aquaculture.

Across the Waitrose & Partners livestock supply chains, we collaborate to share best practice in this area. One area of concern is the use of critically important antibiotics (CIAs). Our definition of CIAs aligns with the World Health Organisation (WHO) / European Medicines Agency (EMA) recommendations, including Colistin. All our own label supply chains are working towards significant year-on-year reductions in antibiotic use, CIAs are rarely prescribed and we have pledged to end using all CIAs as soon as possible.

Our supply chains are focused on collating antibiotic usage data for all livestock and aquaculture and prioritising disease screening and vaccinations to prevent disease occurring. Waitrose & Partners is part of the Food Industry Initiative on Antimicrobials which has the stated vision of 'Retailers, manufacturers, processors and food service companies coming together to promote and support responsible antimicrobial use and action on antimicrobial resistance'. The intention of this initiative is to support and engage with existing industry groups working in this area, ensuring work is aligned, avoiding duplication of effort.

Antibiotic usage data

The Veterinary Antibiotic Resistance and Sales Surveillance (VARSS) Report 2017 highlighted how the UK agriculture industry has made progress to reduce its antibiotic usage. This is aligned to the global initiative to decrease the use of antibiotics with the aim of an overall improvement in AMR.

The average UK levels recorded in livestock in 2019 were 31mg/kg of population control unit (PCU) a 1.5 mg/kg (5%) increase since 2018, however, there was an overall 25.8 mg/kg (45%) decrease since 2015.

Since 2014, Waitrose & Partners, in conjunction with its suppliers, have developed strategies and policies to reduce the total use of antibiotics across its supply chains, while keeping animal welfare at the forefront of all decisions around veterinary medicine. In addition, an escalation process was put in place to use CIAs only as a last resort and only where animal welfare may be seriously compromised without treatment. In December 2017 Waitrose were one of the first retailers to publish comprehensive data on the use of antibiotics within the livestock supply chain.

A proactive approach to responsible animal health has been developed for all livestock supply chains in conjunction with veterinary advisors. Industry sector targets were developed by the Responsible Use of Medicines in Agriculture Alliance (RUMA) and each livestock sector to reduce antibiotic usage by 2020.

The Waitrose & Partners 2016-2023 sector data, presented below, is broadly under the 2024 targets already, (link to RUMA targets [here](#)). All supply chains share benchmarking data quarterly and have committed to minimise the use of antibiotics, including CIA's, where appropriate.

We were pleased to have our leading work in this area recognised as a finalist in the Antibiotic Guardian Awards 2018. In January 2020, leading campaign group The Alliance to Save Our Antibiotics named Waitrose & Partners as having the most policies on antibiotic usage on farms and led the way in openly publishing data.

Antibiotic usage (mg/PCU)	2016	2017	2018	2019	2020	2021	2022	2023
Beef	20-25	<5	<5	2.8	2.6	2.6	2.8	2.7
Venison	<10	<5	<5	0.05	0.067	0.05	0.05	0.05
Veal	<5	<10	<10	7.7	7.3	6.9	7.3	6.2
Total dairy **	75-100	20-25	15-20	10-15	16.4	12.31	11.02	10.91
Lamb	<5	<10	<10	6.9	6.85	6.3	6.5	7.96
UK Pigs		25-50	25-50	53.4	70.55	68.95	81.15	81.3
Broiler Chickens		<5	<5	9	5.94	5.53	4.72	5.48
Eggs (% days treated)	<5	<0.5	<0.5	0.72	0.51	0.76	0.91	0.64
Turkey	<5	15-20	20-25	20-25	26	5.88	5.19	7
Salmon	<10	10-15	<10	14.99	18.49	42.85	39.13	25.5
Scottish Rainbow Trout	<10	<5	<5	11.7	1.12	0.73	0.99	1.74
English Freshwater Trout (Brown)	-	-	-	11.7	47	35	23	19.4
Sea Bass	-	174	101***	0.4	0	0	0	0
Sea Bream	-	79	46***	1.78	0	0	0	0
Halibut		<1	<10	0.00073	0.36	0.654	1.795	2.036
Duck	15-20	<5	<5	2.5	3.39			0.39
Goat	-					8.12	2.45	4.5

* Full supply chain coverage in this updated report.

* *Total dairy includes both the milking herd and youngstock

***The use of antibiotics in our Bass and Bream supply chains have now been removed

A visual guide to our antibiotics usage



Pork (UK)

£200k invested in water dosing equipment of farms

Animal welfare reduction plans produced in conjunction with vet

Increased diagnostic surveillance & biosecurity

Increased use of vaccines across the supply chain

Removal of antibiotics in feed medications

Voluntary ban of Colistin since 2016



Lamb

Most comprehensive survey of antibiotic use in UK sheep supply chain

Promote vaccines as alternatives to antibiotics

Workshops to promote electronic recording of medicines

Mandatory annual veterinary visit & signed health plan

Collated results of supply chain

Optimise further, already, low levels of antibiotic use



Dairy

Best practice online training hub for all farms

Training to improve farm biosecurity & health of stock

Disease control strategy 2 years ahead of national schemes

Better informed farmers on antibiotic use & disease prevention

65% reduction of antibiotics since 2014

100% reduction of HP CIA treatments

Poultry



Focus on health of the parent stock

Pen-side diagnostics such as water quality

Increased even further on farm biosecurity standards

Cephalosporins & fluoroquinolones never to be used in broiler production

Increased key enablers in 2013-14 has helped further reduce antibiotic use

Voluntary ban of Colistin & macrolides since 2015

Salmon & Trout



Antibiotics only used for treating illness under veterinary guidance

Environment can be challenging to control health issues

Optimising use of natural control methods for health challenges

Creating a tool to precisely monitor gill condition

Exploration of ultrasound technology for salmon delousing

Auditing and compliance

All our supply chains are independently audited and we take any non-compliance of animal welfare requirements very seriously – breaches can lead to the removal of farms from the Waitrose & Partners supply chain. This applies to all farms and suppliers in our global supply chains. We conduct our own responsible sourcing assessments and all farms are independently audited by the relevant livestock assurance schemes to take into account Waitrose & Partners own standards which are significantly more stringent than standard industry schemes.

Our hauliers undergo livestock handling and welfare training and our slaughter sites are reviewed by the Humane Slaughter Association. Again, anyone found in serious breach of Waitrose & Partners standards would be removed from our supply chain.

Beak trimming

We are committed to finding more humane, high welfare options for rearing and processing our animals. We do not permit routine beak trimming of our turkeys. Neither our broiler chickens (for meat) or our hens that provide shell eggs are beak trimmed or tipped. We are the only major high street retailer in the UK who has achieved this.

Close confinement

Waitrose was a pioneer of, and is committed to, the total removal of close confinement systems from all farm production in all geographies and supply chains.

None of our own-brand British meat, ingredient meat, milk or eggs are sourced from close confinement systems. Today we pride ourselves on only selling free-range eggs – both shell eggs (those sold as whole eggs) and for all our ingredients – and by having lower stocking densities than average throughout our supply chains.

All our UK breeding sows are free range and we are working with our continental pig suppliers to improve their systems to meet the commitments of our Good Pig Award, Cage Free Award and Good Sow Commendation. This is to ensure all animals we source are from farms where the five freedoms play a key role in management philosophy and practice.

In recognition of this we were a recipient of Compassion in World Farming's inaugural Cage Free Award in 2017. In our branded goods, all of our shell eggs (hen, duck, and quail) are free from confinement.

All our farmed fish and shellfish are produced at stocking densities lower than industry standard. Our suppliers must have their production systems verified by one of our recognised third-party certification schemes such as RSPCA Assured, ASC, Global GAP or GAA BAP.

CCTV

All our abattoirs have been equipped with CCTV in all critical welfare areas since 2012 to ensure welfare standards are maintained. Footage is independently reviewed on a regular basis by appropriate parties including the Food Standards Agency (FSA).

Environmental enrichment

We are committed to providing all the animals in our supply chain with an enriched environment so they have the opportunity to display their natural behaviours. For example, our free-range laying hens enjoy an outdoor environment with tree-planting on at least 20% of the range area. They also benefit from bedding, toys, perches, and provision of grit in the house. There is little guidance on the best way to enrich the environment of some farmed fish, this is something we are actively working on with our suppliers.

Our broiler chickens all have specially designed perches and bales to peck at in their sheds and our turkeys benefit from bales, bedding and perches. We are signatories of the Better Chicken Commitment which helps guarantee the quality of the environment in which we raise our chickens. Our turkeys are provided with hanging enrichment, perches and straw bales. Amongst other things, pigs are provided with straw bedding, or in the case of some continental supply, with toys. Dairy cows graze outside for at least 183 days per year and cow brushes are provided to all adult milking stock. Calves are raised in social groups. All pens with milking goat nannies have enrichment provided. All our beef, and venison have bedding provided when indoors. In our aquaculture systems, 100% of halibut are provided with shelves. Whilst all other finfish species are raised to industry leading stocking densities, at this time none have specifically enriched environments. We are actively working with our suppliers to explore ways to enrich these environments for all species.

Grazing

We pledge that all cows producing milk for Waitrose are free-range, spending a minimum of half of the year or 183 days grazing on pasture. To be clear, this is a minimum requirement and in practice, our dairy cows will often graze for far longer but this benchmark sets a level of consistency across our dairy farms, strengthening our commitment to animal welfare. We are the only supermarket to make this pledge for all the cows that provide our fresh milk. To note, reference data estimates (not exact calculations) indicate that fresh milk represents over 50% of our milk footprint, with the rest sold as further processed products such as butter, cheese & yoghurts.

Growth promoters

The use of growth promoters is strictly prohibited across all our livestock supply chains – they have been banned from use in the European Union since 2006. Waitrose & Partners have pledged that this policy will apply to all branded goods on a commitment basis by 2026. Over the last three years we have conducted an update to our supplier terms and conditions to ensure that this policy requirement is clear and included in the onboarding process for branded suppliers and we are continuing to work to make this part of the contractual review process to ensure the policy is fulfilled.

Live plucking

We prohibit the practice of live plucking within any of our Waitrose and John Lewis supply chains, including the sourcing of our feather and down. We report on the proportion of certified feather & down used in John Lewis products in our annual [Ethics & Sustainability report](#).

Mutilation

All supply chains are committed to eradicating on-farm mutilation with procedures such as beak trimming and tipping in our egg and chicken supply chains and fish fin clipping on all salmon farms forbidden; pig tail docking is not permitted unless by veterinary recommendation. We are committed to finding alternatives to all forms of livestock mutilation across our supply chains, whether own label or branded.

Male chicks

We are actively exploring options to remove the need for the culling of day old male chicks within our laying hen supply chain. In 2022/23 we performed a farm-scale rearing trial of our British Blacktail males, and have further organoleptic and farming trials planned for this year. Our aim is to create a policy to address this issue within our sourcing standards in the near future.

Slatted floors

We prohibit the use of permanently housed, fully slatted floor systems within our livestock, poultry and dairy supply chains.

NGOs

We are working closely with NGOs such as [Compassion in World Farming](#), [Responsible Use of Medicines in Agriculture Alliance](#), [World Wide Fund for Nature](#), [RSPCA](#), [Marine Stewardship Council](#), [Marine Conservation Society](#) and [Clientearth](#) to address welfare and sustainability issues in our livestock and fish supply chains.

Projects include ways to raise heavy weight pigs without castration and the certification of all fish species. We have also undertaken work on prawn eyestalk ablation and, along with our supplier, are very proud to have eliminated this practice from our own-brand supply chains. You can read more about this in our dedicated Crustacean welfare report.

We recognise a number of independent third-party standards for wild caught and farmed fish including the Marine Stewardship Council (MSC) and Aquaculture Stewardship Council. Of our own-brand fish and shellfish, 90.7% comes from verified third party responsible sources with a further 5% engaged in Fishery Improvement Projects (FIPs).

We also engage with stakeholders on the use of antibiotics in the livestock supply chain, including the World Health Organisation, the National Farmers Union, the Veterinary Medicines Directorate and the Alliance to Save our Antibiotics.

Pre-stunning

All livestock in Waitrose & Partners supply chains are pre-stunned before slaughter to ensure insensitivity to pain before being processed.

- ❖ Cattle (including beef cattle, veal and dairy cull cows) are stunned to kill either electrically or by captive bolt
- ❖ Farmed deer are stunned by captive bolt
- ❖ Spent dairy goats are stunned to kill using captive bolt
- ❖ Lambs are electrically stunned
- ❖ UK pigs (including cull sows) are CO2 stunned to kill
- ❖ Continental pigs (including cull sows) are CO2 stunned to kill or electrically stunned
- ❖ End-of-lay hens are CO2 stunned to kill – bi-phase
- ❖ Broiler chickens in our own supply chain are all CO2 stunned to kill – bi-phase
- ❖ Geese and turkeys are CO2 stunned to kill - bi-phase
- ❖ All our farmed finfish are pre-slaughter stunned, including:
 - Sea trout – percussive blow followed by aorta cut
 - Scottish freshwater rainbow trout – percussive blow followed by aorta cut
 - English freshwater rainbow trout – electrical current followed by ice slurry
 - Sea bream – electrical current followed by ice slurry
 - Sea bass – electrical current followed by ice slurry
 - Halibut – electrical current followed by ice slurry
 - Salmon – percussive blow followed by aorta cut; or electrical current followed by percussive blow and aorta cut. Pneumatic percussive stunning for organic

We are working with our pork processor to improve the handling systems within our pig lairages. This project includes ensuring the layout and building materials of the floor and passageways are providing the highest welfare experience for the pigs.

Where we stock whole branded meat offerings in place of an own-brand option, we collect more detailed information and apply policies:

- ❖ Ducks are electrically stunned
- ❖ Guinea fowl are electrically stunned

Research and development

At Waitrose & Partners we have a number of research and development projects underway with commercial partners to improve the wellbeing of animals in our supply chains. These include (but are not restricted to) research areas:

- ❖ Improving indicators and measurements of emotional wellbeing in livestock.
- ❖ Dedicated animal welfare working group within the Waitrose Livestock Steering Group, promoting best practice and innovation related to animal welfare indicators and assessments.
- ❖ Livestock health and welfare KPI reporting and benchmarking.
- ❖ Dedicated fish welfare working group within the Waitrose Fish Forum (finfish & crustacean supply chains), seeking to enhance best practice in welfare for farmed fish across our aquaculture species.
- ❖ We are the only retailer in a EU collaborative project exploring alternative circular feed raw materials (including use for farmed finfish). An aspect of this work is ensuring nutritional and developmental health is not compromised with these alternative protein ingredients.
- ❖ Dairy cow 'graze more' project working with pasture management systems and grass seed varietal choices to maximise dairy pastures
- ❖ Proactive dairy herd health management – e.g., Bovine Viral Diarrhoea
- ❖ Johne's disease eradication plans
- ❖ Eliminate tail biting in pigs
- ❖ Assess effect of increasing weaning in pigs
- ❖ Assess effect of zinc oxide alternatives in pigs
- ❖ Assess effect of high fibre diets in pigs
- ❖ Pig lameness reduction plans
- ❖ Relationships between farmers and vets on AMR usage (member of industry group - Food Industry Initiative on Antimicrobials (FIIA))
- ❖ Genetic evaluation in cattle
- ❖ Assessing temperament in lairage and handling facilities for deer
- ❖ Breed development in poultry to support our transition to the Better Chicken Commitment
- ❖ Alternative dietary protein, mitigating soy usage, and also as an environmental enrichment for laying hens.
- ❖ Soy mitigation through the use of novel varieties of UK-grown peas, developed specifically for improved protein and amino acid content. Research includes laying hen performance measurement
- ❖ Working in conjunction with sustainability consultants and dairy farms vets drawing together existing animal welfare and habitat metrics to improve efficiency and sustainability in conjunction with continuing improvements in animal welfare.

Tuberculosis (TB) reactors

We do not accept TB reactor cattle into the Waitrose & Partners supply chain.

Overview of our supply chains

The number of animals, by production system, in our food supply chains, is shown on our main animal welfare page on <https://www.johnlewispartnership.co.uk/csr/animal-welfare.html>.

We source our meat ingredients from the same supply chains as our primal meat products, so those numbers are complete in scope.

WELFARE OUTCOMES AND SELECTED KEY PERFORMANCE INDICATORS (KPIs) FOR WAITROSE & PARTNERS SUPPLY CHAINS

Key Performance Indicators are monitored regularly within all supply chains. This allows for trends to be observed to highlight areas of achievement or improvement. This data allows us to consistently develop animal welfare, efficiency and sustainability of production.

Waitrose & Partners livestock and aquaculture schemes have evolved over the last 20 years and are underpinned by an ethos of continuous improvement. This includes the regular review of both technical and financial performance, trends in welfare outcomes and investment in research and development. These research projects are carried out in partnership with reputable stakeholders and research establishments, providing the opportunity for emerging scientists to work closely with our livestock and aquaculture supply chains.

MORTALITY DATA

Mortality rate represents the proportion of livestock or fish that die for reasons such as; disease, accidents, injuries or unexplained causes. The complex interaction of these factors means that mortality will inevitably fluctuate between seasons. This is displayed in the table and graphs below as a percentage (%) of the total livestock population at one or more stages of their lifecycle.

All of our farmers aim to minimise premature mortality in their livestock. This begins by giving all livestock the best possible start in life with consideration of the livestock environment, the provision of appropriate feed and clean drinking water. Our farmers take great pride in their approach ensuring high husbandry standards are maintained. This is achieved through regular monitoring of livestock, staff training and visits with their veterinary advisors. A wide range of issues are considered during the completion of our bespoke responsible animal health plans. All of these considerations help to minimise incidences of mortality. Most of our supply chains show decreasing or stable levels of livestock mortality.

Mortality (%)

Supply Chain	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Beef - heifer/steer	3.4	4.7	5.3	3.2	2.9	1.5	1.5	1.50	1.63	1.59	1.63	2.05
Beef - cow							0.5	0.90	0.87	0.89	0.88	0.62
Venison - parent							0.5	2.00	2.10	1.80	1.63	2.9
Venison - slaughter generation			4.6	4.2	1.6	1.9	1.0	1.20	1.20	1.20	1.20	1.3
Veal						1.0	4.0	3.20	3.40	3.40	4.20	5
Dairy (weighted average for all)			1.4	1.2	1.2	2.0	1.9	2.40	2.00	1.55	1.30	1.3

UK Lamb	13.8	13.0	10.0	11.0	11.0	10.1	14.3	8.00	7.80	7.50	7.34	8.1
UK Ewe	3.4	3.8	3.0	3.0	3.1	3.2	4.2	3.40	3.70	3.60	3.50	3.8
Goat - pre-weaning	1.6	1.7	2.3	2.0	1.9		4.0	6.00	11.00	7.70	1.90	9.5
Goat - post-weaning							3.2	9.00	9.00	5.80	1.15	3.1
Nanny goats							1.8	11.00	11.00	9.00	10.50	11.5
UK Pig - pre-weaning						10.0	13.5	10.90	11.50	11.00	11.00	11.5
UK Pig - post-weaning						3.7	4.9	6.20	4.99	5.51	6.00	5
UK Sow	12.4	11.9	10.9	10.5	11.0		5.3	0.50	0.38	6.50	8.00	7
EU Pig - pre-weaning	4.8	4.6	4.4	4.0	4.3		13.0	14.00	13.00	15.00	13.80	12.9
EU Pig - post-weaning							3.0	4.00	3.50	4.00	4.85	4.5
EU Sow							4.0	5.00	4.80	4.10	2.80	8
Chicken	3.5	3.9	3.5	3.6	3.8	4.1	3.7	3.60	3.45	3.58	3.42	3.58
Chicken - first week	1.4	1.5	1.4	1.4	1.5	1.7	1.5	1.20	1.40	1.40	1.40	1.78
Laying hens	7.3	8.6	9.7	7.6	8.9	7.6	11.1	11.80	12.84	10.51	11.17	11.81
Laying hens - first week							1.2	0.80	0.74	0.66	0.59	0.48
Duck		4.5	4.4	4.1	4.9	4.3	4.5	4.90	4.03	4.34	3.27	4.41
Duck - first week							1.7	1.60	1.44	1.54	0.83	1.28
Turkey							7.9	4.30	4.50	3.25	3.79	2.55
Turkey - first week							2.8	1.00	1.80	0.58	0.56	0.69
Geese							2.6	2.80	6.16	11.13	N/A	N/A
Geese - first week							0.1	0.10	1.10	0.96	N/A	N/A
Salmon							17.0	17.40	18.75	16.55	17.94	26.4
Scottish Seagrown Trout			0.9	1.2	1.0		13.0	18.80	17.75	12.82	5.50	19.13
Scottish freshwater rainbow Trout							14.0	5.40	5.20	9.28	8.75	8.67
Brown Trout							14.0			5.00	4.80	4.5
Sea Bream							9.4	10.90	11.00	7.00	9.90	8
Sea Bass							11.4	11.60	11.38	9.00	17.30	7
Halibut							6.0	0.20	11.00	11.00	12.80	12.4

MORTALITY DATA COMMENTS

- ❖ Salmon info 2024 - *This data relates to sites which have supplied the Waitrose Aquaculture Hub in 2023 and have completed their production cycle to give a full 90 days to end of cycle figure. We had this complete lifecycle figure for 86 out of the 90 supplying sites in 2023. The rise in "post 90 day" mortality in 2023 compared to 2022 was in association with record sea temperatures and a rise in novel planktonic risk factors leading to severe gill health challenges across the sector.*
- ❖ Scottish Seagrown Trout commentary 2024 - *Post - 120 day mortality %. This figure represent 1 of the 4 supplying sites in 2023. The other three sites are still in production and their data will be reported in subsequent reporting cycles. The rise in the "post 120 day" mortality in 2023 compared to 2022 was in association with record sea temperatures and a rise in novel planktonic risk factors leading to severe gill health challenges across the sector.*
- ❖ EU sow mortality - *Change across schemes and farms with a high mortality across the Goikoa breeding farms. Increase in diseases and sow mortalities.*

- ❖ Goat kid mortality previously increased year-on-year due to a bacterial challenge on one farm, resolved by use of a different building for rearing kids and steady year on year.
- ❖ Halibut previously increased in mortality due to better data reporting, now steady year on year.

All other species mortality rates have remained broadly static or decreased year on year.

PRE SLAUGHTER STUNNING

As per our policy, 100% of our livestock and farmed finfish in our global own-brand supply chains are pre-slaughter stunned. Unfortunately, this information is not always available for all branded goods that we sell. Overall, we sell 60% own-brand products by volume. However, by far the majority of the fresh, frozen and ingredient meat, eggs & dairy in Waitrose & Partners products comes from our own supply chains, so we calculate that well over 80% of the meat, eggs & dairy sold in store - including brands - is pre-stunned before slaughter. The reality is likely to be considerably higher, as many of our key branded suppliers have pre-stun policies of their own. We will continue to work with branded suppliers to increase awareness of this important issue, ensure we have sight of their performance, and to support them to put their own policies in place.

We insist that all the livestock that provides meat for our own-label products is stunned before slaughter. This is for the welfare of the animal during the slaughter process. Although rare, we think it very important to monitor the number of animals that need a second stun, due to the first stun being ineffective. This data is displayed below. All our abattoirs have monitored CCTV to ensure the quality of animal welfare is maintained throughout the facility.

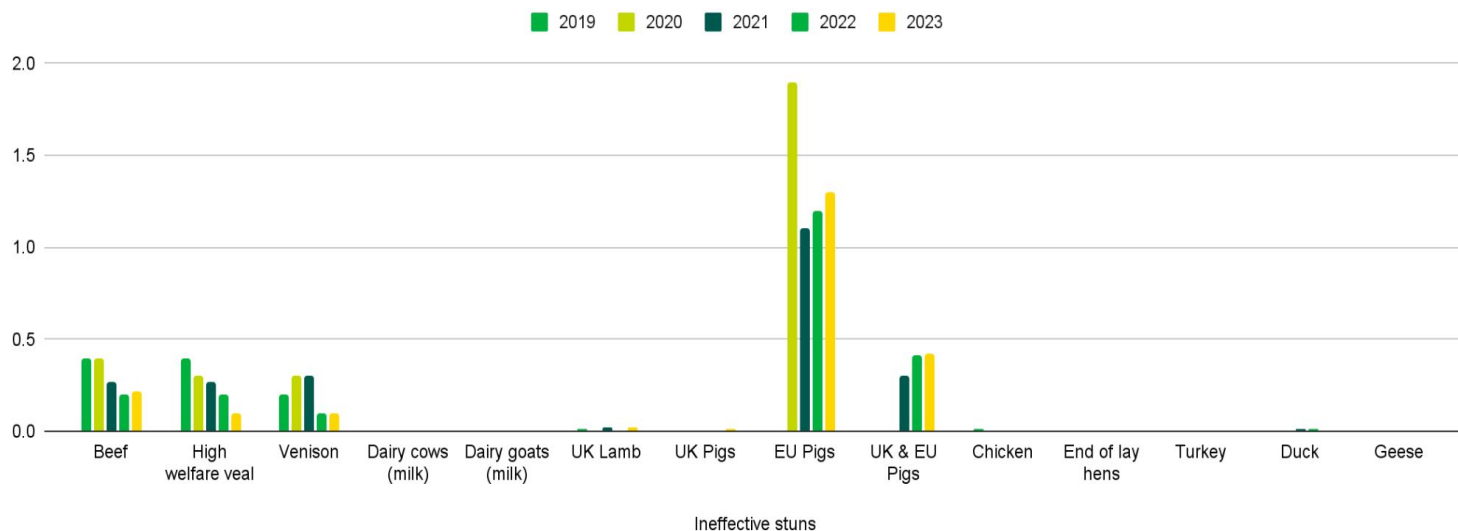
Our beef, veal and venison supplier has been operating full restraint stunning systems for all livestock, investing significantly for a number of years. This ensures our incidence of second stunning is significantly below industry levels. They are continuing to invest in this area through industry R&D projects maintaining their relationship with the Humane Slaughter Association.

Pre slaughter stunning (%)

Beef	100%	End of lay hens	100%
High welfare veal	100%	Turkey	100%
Venison	100%	Duck	100%
Dairy cows (milk)	100%	Geese	100%
Dairy goats (milk)	N/A	Salmon	100%
UK Lamb	100%	Scottish Seagrown Trout	100%
UK Pigs	100%	English Rainbow Trout	100%
EU Pigs	100%	Brown Trout	100%
Combined weighted total of all broiler chickens	>99.5%	Sea Bream	100%
Own brand chicken	100%	Sea Bass	100%
Branded Chickens	99%	Halibut	100%

*We have less influence over and insight into our branded broiler chicken supply chains; however, this is our calculated status and we are working to ensure they are 100% pre slaughter stunned.

Ineffective stuns (%)



Livestock reared to Red Tractor (or equivalent) standards (100%)

Beef	100%
Veal	100%
Venison	100%
UK Pigs	100%
EU Pigs (continental meats)	100%
Lamb	100%
Dairy	100%
Goats	100%
Chicken	100%
Eggs	100%
Turkey	100%
Ducks	100%
Geese	100%

Percentage of livestock reared to red Tractor Assurance Standards or equivalent as a minimum

In all cases Waitrose & Partners specifies much more stringent animal welfare requirements than Red Tractor Standards. These additional higher welfare bolt-on requirements are independently verified at the time of our audit inspections. Details of species-specific policies and standards are provided above including our higher welfare continental standards for pigs.

TRANSPORT DATA

Average and maximum travel time for livestock sourced by Waitrose & Partners

The below charts are measured in hours from start of loading until the last animal has entered lairage.

Average transport time (hours)	2016	2017	2018	2019	2020	2021	2022	2023
Beef	2.6	2.87	3.12	2.5	3	3.29	3.25	3.21
Venison	3.5	4.08	4.3	4.45	2.4	2.35	4.45	4.43
Veal	4.1	4.5	4.37	4.5	4.5	4.5	4.5	3.45
UK Pigs						3.48	3.44	3.37
Continental Pigs						<4hrs	<4hrs	4
Pigs (weighted averages UK & Continental)	3.38	3.47	3.68	3.53	4	<4hrs	<4hrs	<4hrs
Lamb	1.16	1.21	1.28	1.36	1.45	2.08	2.15	2.14
Chicken	5.09	4.5	4.33	2	2	2.53	1.57	1.58
End of lay hens	7	7	6.33	5.65	4.7	4.28	4.36	4.87
Turkey*	2.1	2.19	2.45	2.23	2.33	1.47	1.56	1.7
Duck	1.56	1.13	0.56	3.26	3.15	4.1	5.43	4.17
Dairy Goats						-	-	0.35
Sea farmed Rainbow Trout	-	-	0	0	0	0	0	0
Fresh water Rainbow Trout	-	-	0	0	0	0	0	0
Sea Bream	-	-	0	0	0	0	0	0
Sea Bass	-	-	0	0	0	0	0	0
Halibut	-	-	-	5.3	5.3	0.01	0.03	2-3 hr
Salmon	-	-	-	5.4	5.4	5.6	5.8	5.5

*Please note, all data for turkey is a weighted average of our three turkey suppliers. Since 2023 we have recruited a new cohort of all year turkey producers, our turkey producers are located a short amount further afield.

**Pigs are split between UK and Continental as well as giving a weighted average.

***For broiler chickens, we can also report that from the first bird caught until arrival at the plant, 100% of birds were transported in under four hours.

Although average travel times are not yet available for dairy cows, 100% of these species are transported within their maximum stated transport times. In addition, as per our policy, 100% of our livestock and farmed finfish in our own-brand supply chains are transported within specified maximum transport times, and we report on any exceptions to this.

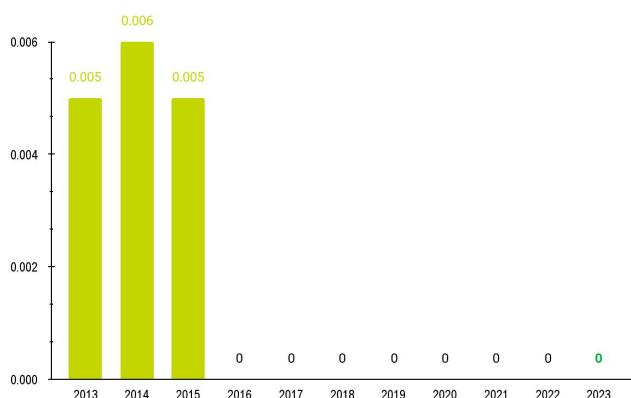
Unfortunately, this information is not always available for branded goods that we sell. We are working to engage branded suppliers to support them to have their own policy positions for transport in place. As noted, We sell less than 50% branded products.

Overall, we sell 60% own-brand products by volume. However, by far the majority of the fresh, frozen and ingredient meat, eggs and dairy in Waitrose & Partners products comes from our own supply chains, so we calculate that well over 80% of the meat, eggs and dairy sold in store – including brands – will be transported under the maximum transport times stated in our protocols. The reality is likely to be considerably higher, as many of our key branded suppliers have transport policies of their own. We will continue to work with branded suppliers to increase awareness of this important issue and ensure we have sight of their performance.

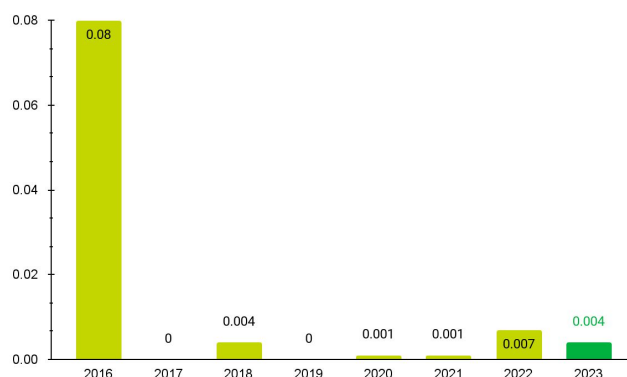
Waitrose & Partners does not permit long-distance live transport or live exports of animals in its supply chain. We have transport policies for each of our species (detailed in each species section below) and report actual journey times. All of our transport times are below the maximum specified by UK legislation.

It is important to monitor transport data to ensure that transport times to slaughter are as short as possible to minimise stress on livestock. Cases where livestock do not survive a journey are recorded as Dead on Arrival (DOA); this could be due to a traffic accident or other cause. DOAs are rare, and all incidents are investigated. The number of loads hauled indicates how many lorry loads each sector has sent for processing during the year. Livestock are transported in accordance with legal requirements which ensures the animals have enough space and enrichment to protect their welfare. Stocking densities are monitored and adjusted as necessary. Livestock are only transported if they are fit to travel the journey. Ventilation is provided and altered for varying weather conditions. All livestock hauliers are approved and licensed by farm assurance schemes and drivers have completed animal welfare training.

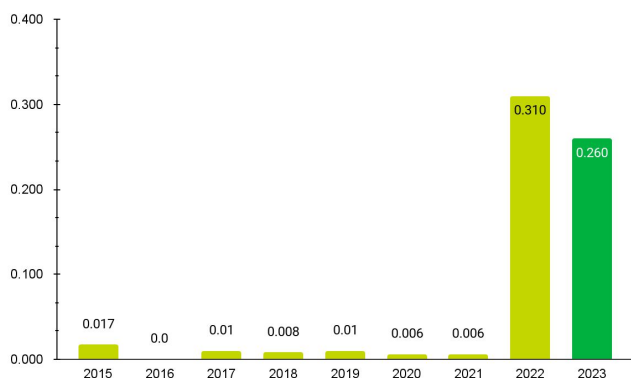
Beef D.O.A (%)



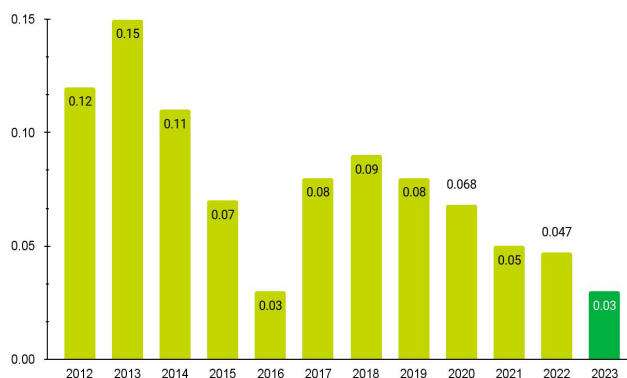
Lamb D.O.A (%)



Pigs D.O.A (%)

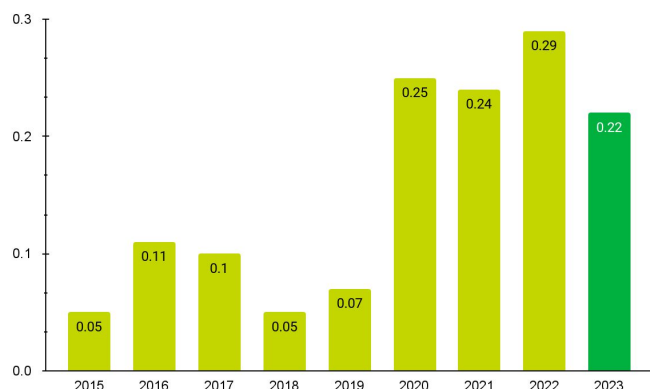


Broiler chicken D.O.A (%)



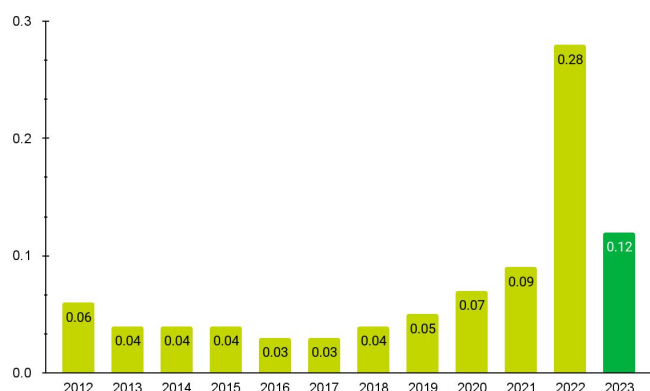
We are now disclosing the UK and EU pig dead on arrival data as a combined weighted average. The UK D.O.A is 0.01%.

Spent hens D.O.A (%)



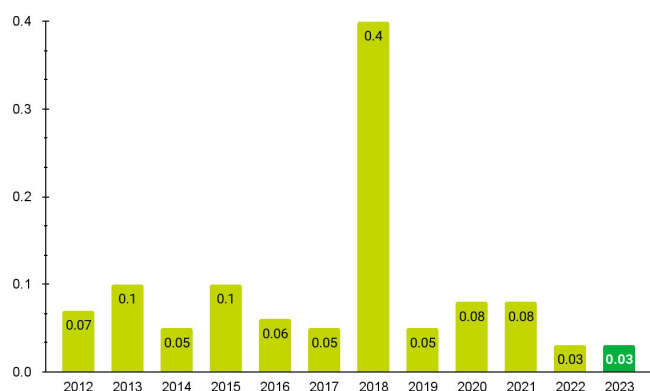
Spent Hens: Transport DOA's remain under 0.5% for 2023. European levels are typically 1–3%.

Duck D.O.A (%)



The decrease in duck D.O.A relates to improvement project involving catching and transport teams and processing plants.

Turkey D.O.A (%)



Our 2018 number of loads for Turkey is the total of our two suppliers. Previously, only one supplier's data was reported. This now includes data from all three suppliers.

CLOSE CONFINEMENT & ENRICHMENT DATA

Stocking densities are calculated and monitored, this means each animal has space to move above the industry average, as stated within our industry leading standards.

Our dairy cows from our dedicated milk pool are free from confinement and graze for a minimum of half the year or 183 days per year. Dairy cows producing the milk for our cheese, yoghurt and other dairy products should not be permanently housed or subject to any kind of close confinement. However, the complexity of dairy supply chains means we do not have control over all dairy sources. Based on our sourcing profile and supplier policies, we calculate that over 50% of our total global dairy supply chain will be free from confinement i.e., permanent housing, and we are working to increase this further. We are committed to industry collaboration to drive an end to the use of any tethering in our total dairy supply chain.

All of our beef cattle are raised to have more space than the industry average and none of our beef cattle are raised in concentrated animal feeding operations (CAFOs) or feedlots. Due to our long standing policies and 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.

UK sows are not kept within sow stalls and all UK pigs are outdoor bred. All of our growing pigs are raised on straw (as a minimum standard), enhancing their environmental enrichment. All cows have access to grazing. 100% of our laying hens and UK sows are free range, meaning they have access to the outdoors and are kept in an environment that is as natural as possible. All of the chickens reared for meat (fresh, frozen and ingredient) in our supply chain have environmental enrichment and over 20% more space than the industry average for the UK.

100% our UK pigs are free from sow stalls and farrowing crates. In line with our supplier The Compleat Food Group's commitment to move all their continental farms through tiered bronze, silver and gold European Farming Partnership standard, and in support of Waitrose's Cage Free award from CIWF, all our continental pigs will be free from confinement including prohibiting sow stalls and farrowing crates by 2025. Our 2023 results against our target for all pigs to be free from close confinement were as follows:

	UK Pigs	EU Pigs	*Combined weighted total for all global supply (includes fresh, frozen and ingredient)
Free from sow stalls (zero days' use permitted**)	100%	51%	85.54%
Free from farrowing crates ***	100%	21.00%	75.07%
Free from any form of confinement	100%	8%	70.97%

Working towards our Good Pig Award and Cage-free commitments so year on year the % free from farrowing crates will increase.

**will allow European sows to be confined for no more than 4 hours, for management purposes.

***will allow European sows to be confined for no more than 1 day before and after birth for management purposes

Livestock free from routine mutilations

Figures reported are for:

- ❖ Pigs – globally 35.68% free from tail docking (breakdown by geography below)
 - UK Organic/free range pigs – 100% free from tail docking
 - UK Pigs (outdoor bred, indoor reared) – 26% free from tail docking
 - Continental Pigs – 48% free from tail docking
- ❖ Pigs – globally, 74.19% free from castration (breakdown by geography below)
 - UK Pigs – 100% free from castration
 - Continental Pigs – 25% free from castration. Our supplier is researching Improvac in Italy and Spain but using pain relief for this procedure (Tri Solfren pain relief research also continues). In Spain, white pig boars are not castrated. Iberico pigs (black pigs) are currently castrated but Improvac trials are underway.
- ❖ Pigs – globally 82.45% free from teeth clipping (breakdown by geography below)
 - UK Pigs – 100% free from teeth clipping
 - Continental Pigs – 49% free from teeth clipping
- ❖ Laying hens – 100% free from beak trimming for all shell eggs; this represents approximately 65% of our egg footprint.
- ❖ Broiler chickens – 100% free from beak trimming and toe clipping
- ❖ Duck, geese and guinea fowl – 100% free from mutilations
- ❖ Turkey – overall, 64.46% free from beak trimming
- ❖ Farmed fish – 100% free from fin clipping and all mutilations
- ❖ Higher welfare veal calves – 100% free from disbudding
- ❖ Venison – 100% free from mutilation (though de-antlered when out of velvet for safe handling and transport, which is a legal requirement)
- ❖ Beef cattle – 98% of our cattle are free from dehorning; around 65% (within this) are polled, and a further 23% free from disbudding
- ❖ Beef Cattle – 100% free from hot iron branding
- ❖ Beef Cattle (males) – 20% free from castration
- ❖ Goats – 0% free from disbudding; 100% free from castration, dehorning and (tail) docking
- ❖ Lamb – 8% free from tail docking
- ❖ Lamb – 45% free from castration
- ❖ Global dairy supply chain – estimated 90% free from tail docking, estimated 0% free from disbudding

We do not permit tail docking of cows within our UK milk pool supply chain. This global figure is not yet 100% due to exceptions where we cannot yet guarantee this, including authentic continental cheese, yoghurt and butter.

In our aquaculture systems, 100% of halibut are provided with shelves. Whilst all other finfish species are raised to industry leading stocking densities, at this time 0% have specifically enriched environments. We are working with our suppliers to explore ways to enrich these environments for all species.

Percentage of livestock that are not reared in close confinement

Free from close confinement (%)

Livestock	% free from close confinement
Beef	100%
Veal	100%
Venison	100%
UK Pigs	100%
EU Pigs	8.00%
UK & EU Pigs weighted average	70.97%
UK Lamb	100%
Dairy	100%
Goats	100%
Chicken	100%
Eggs	100%
Turkey	100%
Ducks	100%
Geese	N/A
Fish	100%

Proportion of systems (%)

Species	Free range	Indoor	Outdoor
Beef	-	-	100%
High welfare veal		100%	-
Venison	100	-	-
Dairy cows (milk)	-	-	100%
Goats (milk)		100	-
UK Pigs	30	70	-
EU Pigs	4.6	90.8	4.6
UK Lamb	-	-	100
Chicken*	15	85	
Laying hens	100	-	-
Turkey	57.51	38.03	4.55
Ducks	-	100	-
Geese	-	-	-

*The free range and organic chicken are from approved slower growing breeds. Currently all of our Free Range and Organic range is produced using Hubbard JA57.

**All of our UK pigs are outdoor bred and are finished in higher welfare units.

Livestock with access to an enriched environment

Livestock	% of access to enrichment	Type of enrichment
Beef	100%	We actively encourage enrichment, we are encouraging the use of brushes on farm through working alongside companies to give discounts to our farmers. Bedding, Bales, Season at Grass
Veal	100%	All animals deep straw bedding. Straw bale cosy corners for small calves. Calf brushes for scratching. Suspended balls to play with.
Venison	100%	Graze two seasons, natural environment, cattle balls hung up when indoors and footballs
UK Pigs	100%	All pigs are bedded on straw which is replenished daily. Toys and natural light are used also, particularly if the pigs behaviours ask for them.
EU Pigs	100%	Combination of straw, dispensers, wooden blocks, chains, plastic pipes, outdoor areas
UK & EU Pigs weighted average	100%	-
UK Lamb	100%	Majority of our lambs are outdoors for their entire life
Dairy	100%	Milking herd all have access to cow brushes as enrichment, a minimum of 1 brush per 100 cows. Calves have straw bedding and are kept in groups. Cattle spend 183 days minimum at grass.
Goats	100%	Mini swinging brushes, barrells, daily bedding, swinging balls
Chicken	100%	Chopped straw play bales; platform perching, pecking objects, natural light
Eggs	100%	Effective species - specific enriched environment, perches, pecking objects
Turkey	100%	Free range - straw bales, woods / maize cover crops Indoor - straw bales, toys, natural light, medium growing breed, 15% lower stocking density than industry standard
Ducks	100%	Access to forage in straw, water, natural light



DAIRY COWS

All Waitrose & Partners liquid milk and cream is from British cows. We pledge that all our cows producing milk and cream spend a minimum of half of the year (183 days) grazing in fields but in practice, our dairy cows graze outdoors for far longer – during 2023 this average was 188 days due to poor weather conditions. This pledge sets in stone a minimum standard, strengthening our commitment to animal welfare and ensuring a level of consistency across our dairy farms. Our farm grazing plans are regularly reviewed by grassland experts. **We are the only supermarket to make this half year minimum grazing pledge across all of our dairy farms supplying us with milk.** Enrichment such as cow brushes are provided to adult milking stock. We do not permit tethering or tail docking of cows within this UK liquid milk supply chain.

In our global dairy supply chains (all supply) we calculate that over 90% of cows are free from tail docking and tethering (the exceptions, where we cannot yet guarantee this, include authentic continental cheese, yoghurt and butter) but we are committed to collaborating across industry and supply chains to address this.

Our Waitrose Conventional Milk Scheme incorporates exacting standards to ensure that our dairy cows, at whatever stage of their lives, are treated humanely and with high levels of care and expertise in stock handling. In winter, they are sheltered in clean, dry and airy barns with readily available food and water. We are continually reviewing our standards to improve animal welfare wherever we can. We have a bespoke herd health plan for use on farms that covers areas such as bedding, foot care, medicine use and a bespoke nutrition plan.

Our Duchy organic milk comes from cows raised in organic systems. They graze outdoors when field conditions allow while in the winter they are sheltered in bright, airy barns. All our organic farms are asked to demonstrate measurable levels of improving health and welfare managed through natural diets and low stocking rates. Like all our milk herds, the animals are fed natural diets that vary according to their physiological needs and stage of lactation. Farmers focus on breed-specific husbandry techniques to ensure cows are free from stress. Farms must adhere to organic, Red Tractor and bespoke Waitrose & Partners standards which provide independent accreditation for animal welfare.

All surplus dairy bulls born into our supply pool are integrated into either our high welfare beef or veal supply chains, which ensures they remain in the UK and are not needlessly slaughtered at birth.

Dairy ingredients

Where milk is pooled and supply chains are extremely complex, we acknowledge the challenge of engaging directly with local suppliers to address issues and promote improvement. We provide active support wherever possible and if welfare issues are brought to our attention such as with Parmesan and Grana Padano, we encourage those suppliers to engage directly with Compassion in World Farming.

Transport and slaughter of spent dairy cows

Welfare of cattle going to slaughter and when at the abattoir is of the utmost importance to us. All cattle are transported directly to the abattoir by Red Tractor approved hauliers. This ensures all vehicles and drivers meet required welfare standards. The maximum transport time limit for our dairy cows is **four** hours to slaughter and **six** hours in all other cases before a lairage break is required.

Dairy KPIs

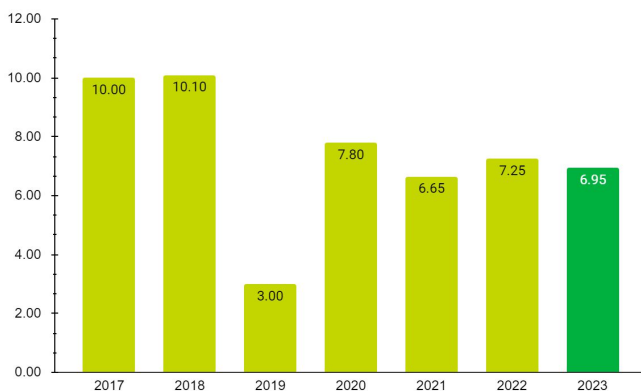
Both our organic and conventional cows for milk have access to grazing in season. Mobility scoring is used to identify health and welfare problems within the herd using a recognised dairy industry standard. The scoring system is explained below with 0 being the best and 3 being poor.

- **Score 0:** walks with even weight bearing and rhythm on all four feet, with a flat back
- **Score 1:** steps uneven (rhythm or weight bearing) or strides shortened; affected limb or limbs not immediately identifiable
- **Score 2:** uneven weight bearing on a limb that is immediately identifiable and/or obviously shortened strides, usually with an arched back.
- **Score 3:** unable to walk as fast as a brisk human pace and cannot keep up with the healthy herd, also signs of score 2.

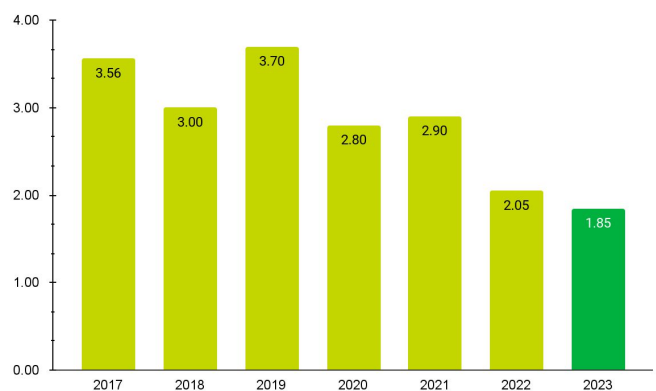
Other conditions that are monitored on a monthly basis include: Lameness, Milk fever, Clinical mastitis, Somatic cell count, Forced culls, and Injuries.

The organic group derives around 3100 litres of milk from forage per cow or 5115 litres per hectare. This is approximately 800 litres per cow above national average from published data.

Lameness Score (%)



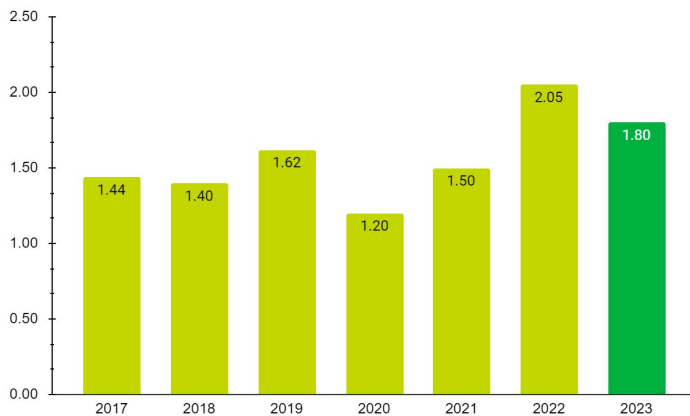
Milk Fever (%)



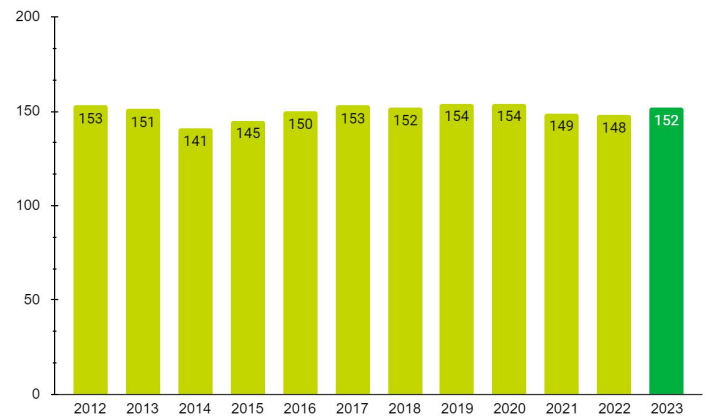
Organic and conventional milk data has now been combined in the graphs.

The levels of clinical mastitis have been in decline for the last five years with other measures remaining broadly consistent showing our strict protocols on husbandry and welfare ensure stress-free, naturally produced, healthy animals

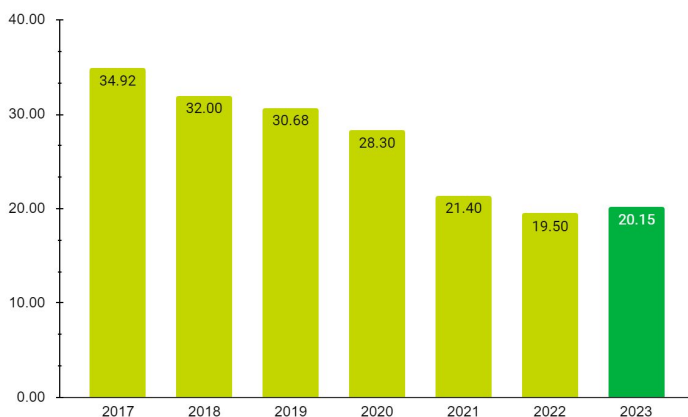
Injuries per 100 cows (%)



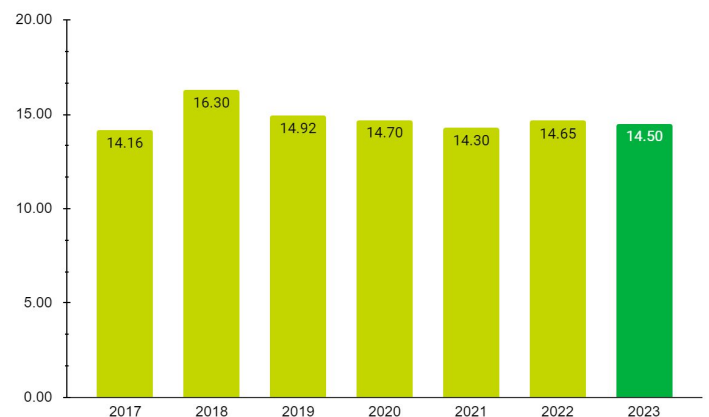
Somatic cell count



Clinical mastitis (cases per 100 cows)



Forced culls as % of herd (excluding TB & Jones)



GOAT'S MILK

All our goat herds are British. Like all Waitrose farmers, great animal welfare is a priority for our goat farmers. They operate to bespoke Waitrose protocols which go far beyond the requirement of the Red Tractor Assurance Scheme. Our goats are housed in large airy barns and bedded on fresh straw every day and are not subject to close confinement or tethering. They are housed in social groups according to their stage of production ensuring a known, secure hierarchy allowing plenty of social interaction. Young kids are raised in specialist nursery units with group housing to ensure social enrichment. All billy goats (male) born into our milk herds are reared to provide meat.

Transport and slaughter of spent dairy goats

Transport of spent dairy goats is no more than four hours. Culled stock is sent to local abattoirs which are less than 40 miles away. All drivers are certified in high welfare livestock handling and must prove their competence before they are allowed to work.



BEEF CATTLE

All our beef is from British cattle reared on British farms. Our farmers adhere to strict protocols ensuring the highest standards of husbandry and welfare to ensure stress-free, naturally produced, healthy animals. During spring and summer, our cattle are reared on open pasture in social groups and during winter protective shelter is made available in bedded barns. Cattle are finished on a natural forage-based diet. If grass is in short supply, cattle are fed other natural options such as silage. Stocking densities are carefully controlled and lower than the industry average. Our standards apply across fresh, frozen and ingredient beef.

Transport and slaughter of beef cattle

The welfare of cattle during transport and when at the abattoir is highly important to us. All our cattle are transported directly to the abattoir by hauliers trained and certified in good farm animal welfare practice.

All vehicles and drivers must meet the required welfare standards – they must demonstrate a sufficient level of competence before being allowed to handle any livestock – and all farmers must be located within a six-hour drive of the abattoirs, although most are within four hours. The legal time limit for a cattle transport in the UK is eight hours.

Our abattoirs are regularly inspected in order to consistently meet approval standards by certifiers such as RSPCA Assured and the Soil Association. Our slaughter facilities were purpose built to ensure a quiet and stress free environment for the cattle, drawing on the concepts and advice of leading animal behaviourist Temple Grandin.

All staff members at the abattoir must be trained in welfare friendly animal handling methods and have a sufficient level of competence before being allowed to handle any livestock. Like the rest of our livestock supply chain, a veterinarian inspects the animals on arrival at the processing plant and is present at all times.

Beef cattle KPIs

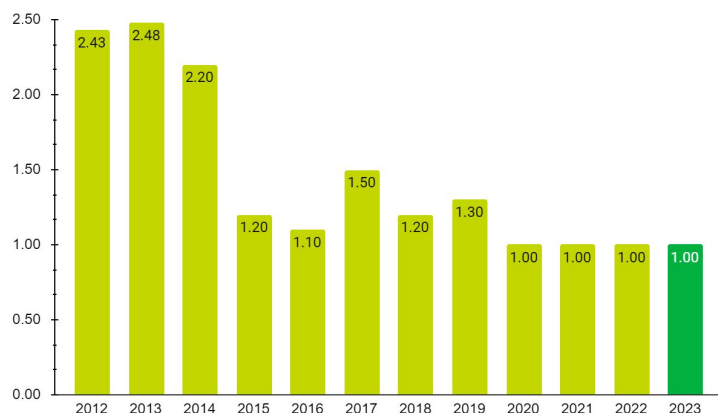
Cattle have to be presented for slaughter at a cleanliness level that ensures that carcasses can be dressed hygienically. Assessments are categorised as either clean or dirty. All cattle are assessed upon arrival and any incidences of dirty cattle recorded; this is then fed back to producers to ensure improvement.

Fluke Active and Pneumonia are conditions that are recorded and assessed by the Food Standards Agency (FSA) staff in the abattoir as carcasses are processed. Pneumonia is assessed in the lungs and fluke assessed in the liver.

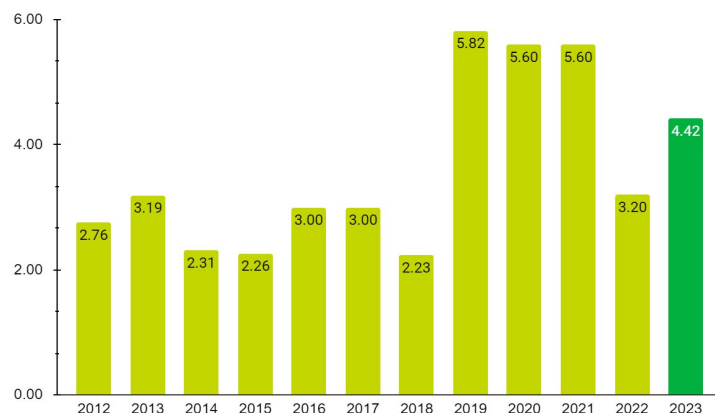
Liver fluke thrive in wet areas, such as ponds and water courses, and if land lies wet after long periods of rain. Fluke eggs will survive in the pasture and the eggs will be ingested as the cattle graze. In a dry year liver fluke populations will fall. The FSA official checks at the point of slaughter to record fluke incidence and activity. This information is sent to farmers who discuss the issue with their vets and decide when and what is the most effective treatment.

Pneumonia is the most common cause of disease in beef cattle and is hugely influenced by weather patterns, particularly when the ambient air is very still and mild or temperatures vary significantly between day and night.

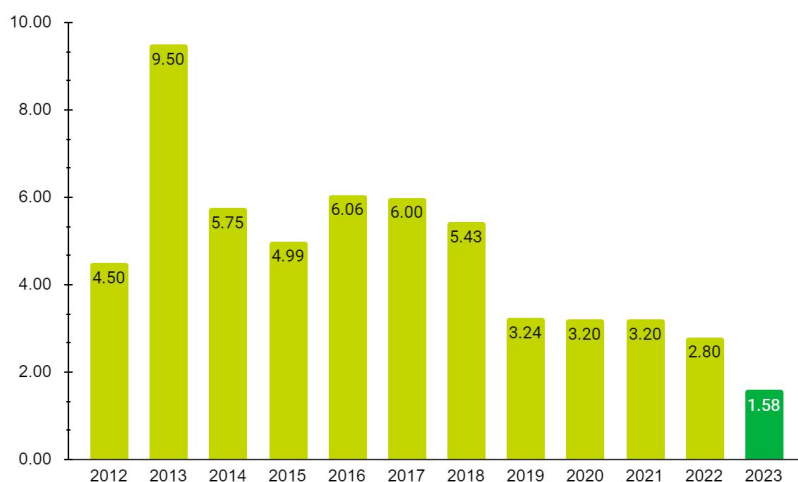
Cleanliness data (% dirty)



Pleurisy Pneumonia cases (%)



Fluke active cases



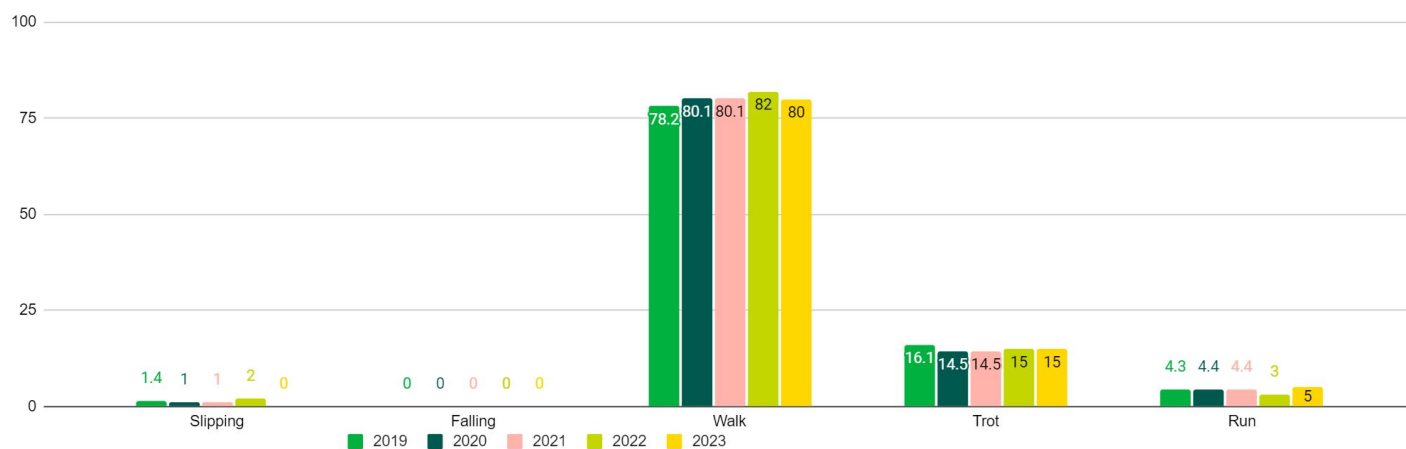
Welfare outcomes are broadly consistent year on year aligning with our high standards of husbandry and welfare to ensure stress free, naturally produced, healthy animals. The increase in cases of pneumonia has been attributed to challenging weather conditions.

BEEF CATTLE BEHAVIOURAL DATA

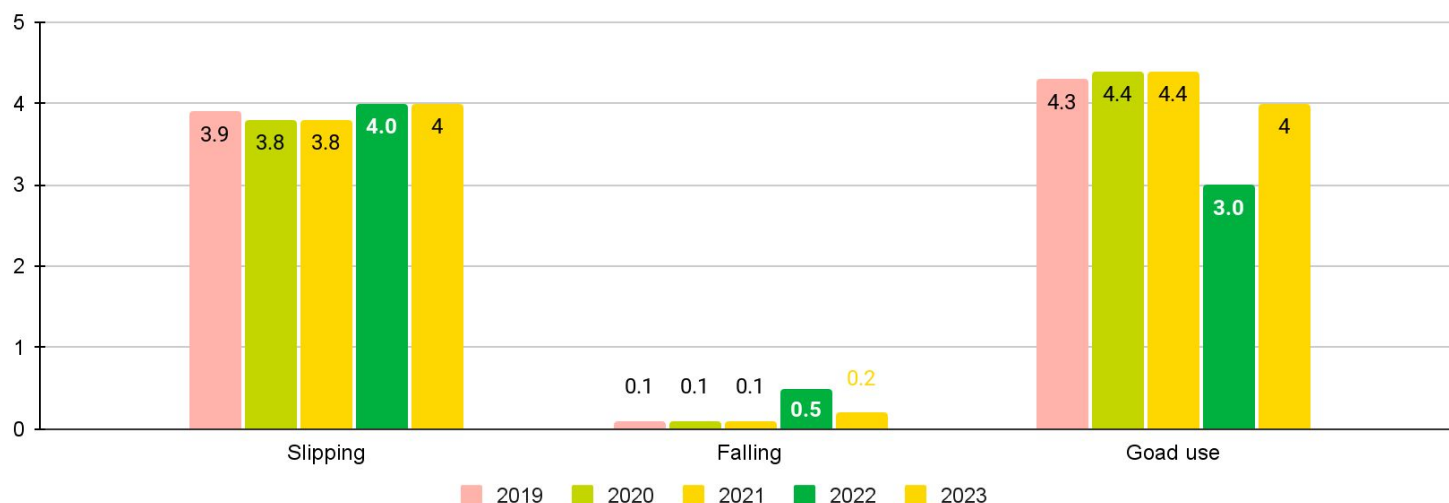
The graphs below show the behaviour trends and activity in beef cattle on arrival at our abattoir – movement such as walking, trotting and running is a indicator of good health and welfare.

Our bespoke slaughter facilities are approved by both the Humane Slaughter Association and Temple Grandin and have been designed to specifically reduce incidences of slipping and falling. As cattle are unloaded, assessments are made and any slips or falls are recorded, this ensures we can identify issues to ensure the facilities maximise animal welfare.

Cattle unloading outcome (%)



Cattle handling outcome (%)





DEER FOR VENISON

All deer are sourced from specially selected farms and parks in the UK and reared outdoors whenever possible although some animals may be brought into straw bedded barns during harsh winter weather. Our deer are fed a natural forage-based diet of grazed grass or clover-enriched swards.

Transport and slaughter of deer

All our park deer are shot using non-lead rifle ammunition. All farmed deer are transported directly to the abattoir by hauliers trained in animal welfare and handling. The maximum permitted transport time is 8 hours. They must demonstrate a sufficient level of competence before being allowed to handle any livestock.

All staff members handling deer at the abattoir are also specialists trained in high welfare animal handling methods and must demonstrate a sufficient level of competence before being allowed to handle any livestock. Like the rest of our livestock supply chain, a vet is present at all times and inspects the animals on arrival at the abattoir.

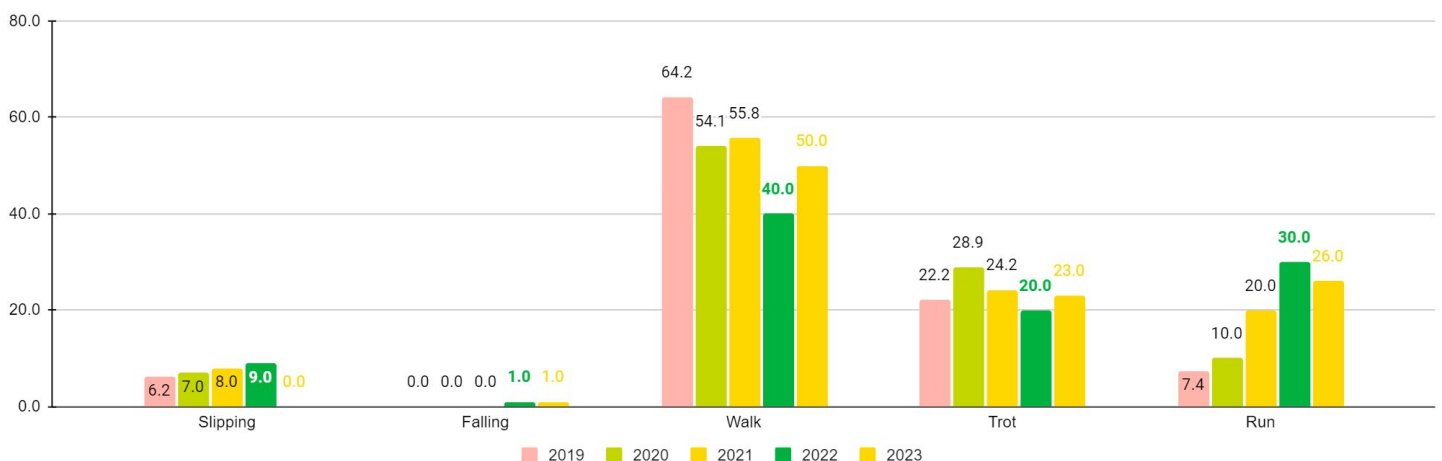
Our deer are slaughtered at a purpose-built, bespoke facility that allows deer to express natural behaviour in an environment designed to reduce stress.

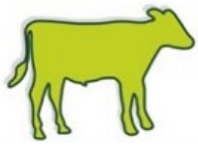
DEER BEHAVIOURAL DATA

The graphs below show the behaviour and activity trends in deer on arrival at our abattoir – movement such as walking, trotting and running is a good indicator of health and welfare.

Our bespoke slaughter facilities are approved by both the Humane Slaughter Association and Temple Grandin and have been designed to specifically reduce incidences of slipping and falling. As the animals are unloaded, assessments are made and any slips or falls are recorded, this ensures we can identify issues to maximise animal welfare.

Venison unloading outcome (%)





HIGHER WELFARE VEAL (ROSE VEAL)

We pioneered the sale of UK-produced high welfare veal. We have one dedicated veal supplier we have worked with for more than 30 years. Veal calves are reared in social groups in large, airy barns bedded with deep straw with lots of room to move around, including access to outside yards. They have access to ad-lib milk and are offered home-grown cereals to supplement and enhance their diet. Their enriched environment includes straw bale 'cosy corners' for small calves and calf brushes for scratching. We have an integrated supply chain and our veal calves originate from the Waitrose & Partners dairy supply chain. This ensures our male calves are not needlessly slaughtered at birth or exported.

Transport and slaughter of veal calves

The export of veal calves is prohibited. Veal calves are transported to the abattoir by one dedicated, approved haulier and all drivers are properly trained in animal welfare. They are not allowed to handle livestock unless they have proven competency. The maximum permitted transport time is six hours.

The haulier ensures that welfare is a priority for the calves by ensuring lots of straw and sawdust are used in the vehicle to maximise their comfort. The welfare of the veal calves at the abattoir is of the utmost importance to Waitrose & Partners.

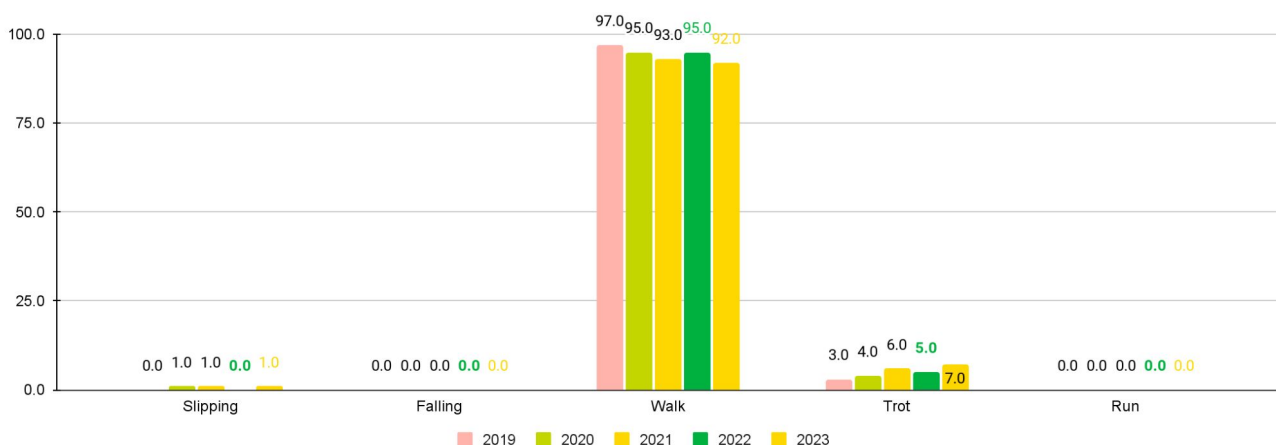
Our abattoir has been purpose built with the help of animal welfare experts and influence from American animal science Professor Temple Grandin. The facility operates a detailed animal welfare policy. As with our other livestock supply chains, all staff must demonstrate high levels of competency before being allowed to handle young cattle. Like the rest of our livestock supply chain, a vet inspects the animals on arrival at the abattoir.

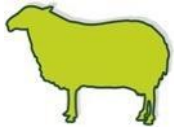
CALVES BEHAVIOURAL DATA

The graphs below show the behaviour trends and activity levels in veal on arrival at our abattoir – movement such as walking, trotting and running is a good indicator of health and welfare.

Bespoke slaughter facilities are approved by both the Humane Slaughter Association and Temple Grandin and have been designed to specifically reduce the incidence of slipping and falling. As the animals are unloaded, assessments are made and any slips or falls are recorded, this ensures we can identify issues to ensure the facilities maximise animal welfare.

Veal unloading outcome (%)





LAMB

All our UK lambs are reared as naturally as possible. Lambs stay with their mothers from birth until weaning and during this time, they suckle naturally and live in family groups. After weaning, lambs stay together as a group in fields. Their diet is primarily grass and forage, however supplementary feeding of other natural options is permitted if grass is in short supply. Our standards apply across fresh, frozen and ingredient lamb meat.

Transport and slaughter of UK lamb

All transportation of our lambs must comply with the regulations specified by the legislation, assurance schemes and other animal welfare protocols we adhere to. The welfare of lambs going to slaughter and when at the abattoir is of the utmost importance to us.

Lambs are yarded for two to three hours prior to loading for transport to ensure stress is minimised. The majority of our lambs only travel around 30 miles to the abattoir, taken by the farmers who reared them. Lambs transported from further away, as with other livestock supply chains, are carried by approved hauliers trained and certified in high welfare livestock handling. They are not allowed to handle livestock until they have proven their competence. The maximum journey time is eight hours.

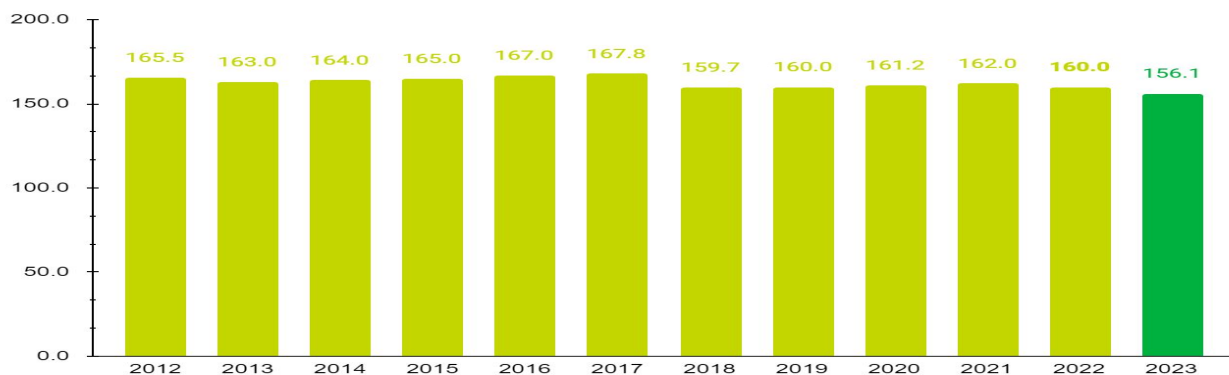
All abattoirs used for our lamb are regularly and independently audited to FSA abattoir requirements to ensure high welfare standards at all times. All staff handling lambs at the abattoir must be trained in welfare friendly animal handling methods and demonstrate a sufficient level of competence before being allowed to handle any livestock. All our abattoirs focus on creating a stress-free environment with Waitrose specific protocols in place such as low lairage stocking densities. Like the rest of our livestock supply chain, a vet inspects the animals on arrival at the abattoir. Both abattoirs used for our lamb are regularly and independently audited to Red Tractor and Humane Slaughter Association abattoir standards.

Lamb KPI's

Lambing percentage is the figure used to show the number of lambs born per 100 ewes mated, and this can vary from year to year. Weather, temperature fluctuation and nutrition can all impact on the number of lambs that are born. Lambing percentage is a key performance indicator for all lamb producers.

Replacement rate in a flock is an indicator of the number of female animals that are being brought in every year as a proportion of the entire breeding flock. This figure can be an indicator of the farms policy to ensure young stock is brought into the flock.

Lambing (%)



Lamb replacement rate (%)





UK PIGS

All of our fresh pork is British. This includes Waitrose & Partners sausages, bacon, British ham and gammon which comes from pigs that are either outdoor bred or free range. Pigs that supply our essential range pork are born outdoors and we never use farrowing crates or sow stalls. Our standards apply for fresh, frozen and ingredient UK pig meat.

Weaned pigs – approximately four weeks old – are finished indoors in straw bedded, light and airy buildings. None of our supplier farms use slatted floors and all growing accommodation is straw based. All our supplying farms have a lower stocking density than the pig industry standard. All of our sows are free from confinement and spend the majority of their lives in our outdoor breeding systems. All the pig farms we use must have an emergency plan to deal with water supply issues and care of animals during extreme weather.

In our supply chain, pigs tails are docked only when recommended by a specialist veterinary surgeon to prevent tail biting, with only the tip removed. We are committed to eradicating the need for any veterinary mutilation of our pigs. In this regard, we are working on research to further reduce the need for tail docking. The latest research involves seven selected finisher farms who, for batches starting from 19/12/22, are taking non tail docked pigs. We will monitor these pigs closely in terms of behaviour and any specific tail biting / behaviour to note.

Similarly, teeth clipping is not permitted and only carried out in exceptional circumstances under specialist veterinary advice by trained stockpersons to protect the sow's udder, when necessary. Castration is not permitted. Sow stalls and farrowing crates are also prohibited.

Free range pigs

As with our essential Waitrose pork, all the sows are kept outdoors their entire lives and live in straw filled arcs and tents on free draining sandy soils. At farrowing, the sows are given their own specific hut for raising the litter, until weaning at four weeks old. Having been born outdoors, the growing pigs are raised outdoors in paddocks and allowed to range freely. Within each paddock there is a straw bedded arc for shelter. All farms have a lower stocking density in line with our higher welfare requirements. At a minimum, the stocking density for our free range pigs is 36m²/pig. Tail docking is not allowed under the free range system unless there is a veterinary requirement due to exceptional circumstances.

Duchy Organic pigs

We apply the same high welfare standards as free-range pigs above, in addition the pigs are raised to certified UK organic standards.

Transport and slaughter of UK pigs

All our pigs are transported directly to the abattoir by hauliers approved by Red Tractor. All drivers must undergo specialist welfare training to ensure the highest standards are met. No journey lasts longer than five hours with the average being three hours. No electric goads are used in the moving and loading of pigs. All lorries have lift up decks and straw bedding is used. In summer, extra water is provided and where possible, pigs are moved in social groups. Like the rest of our livestock supply chain, a vet inspects the animals on arrival at the abattoir. Slaughter is undertaken by fully certified staff and maintained to standards set out by British Quality Assured Pork. Our pork processor, Pilgrims, recognises and operates within the guidance set out by the Humane Slaughter Association and RSPCA Assured for animals at the point of slaughter.

Our high welfare UK pig supply accounts for around two thirds of our total pork requirement. The remainder comes from our Continental meat supply chain (detail below).

UK Pig KPIs

The number of detained pigs is low, circa 5% across Essential, Organic and Free Range, combined. Due to the 2017 data, significant investment has been made in the depopulation and repopulation of half the organic herd to improve animal health and reduce the proportion of organic pigs being detained in the future.

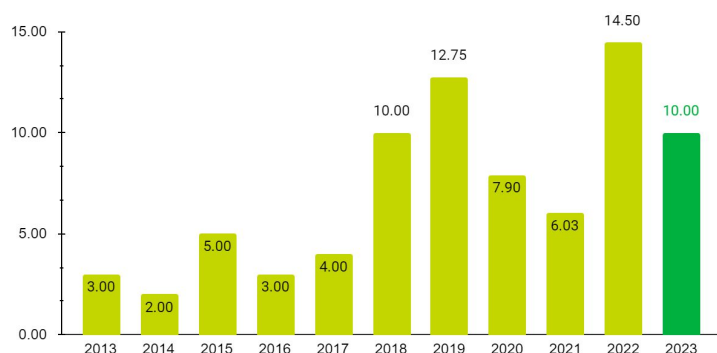
Work continues to be undertaken on animal husbandry to improve the farrowing rate and the number of piglets weaned.

100% of our free range and organic pigs have their tails left intact. A proportion of our pigs going into our Essential range have their tails docked under advice from veterinary professionals. Ongoing trials and investigations aim to eradicate tail biting and eliminate the need for tail docking.

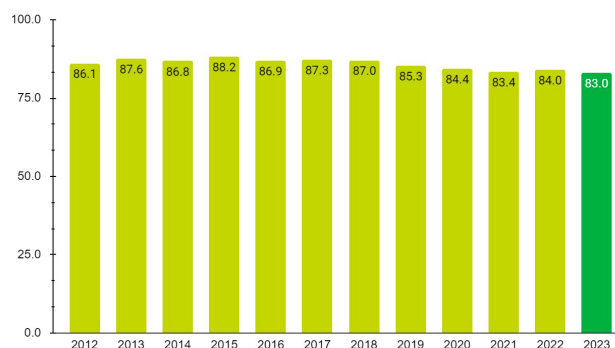
Investigations are underway studying the difference in production system feed conversion ratio. This is led by our processor's internal nutrition team and on-farm trials to constantly review the best feed for our pigs.

Free range and organic pigs are raised outdoors for their entire life, providing large paddocks to run around and explore. This results in a slower weight gain than conventionally raised pigs.

Number of tail biting outbreaks (per month)



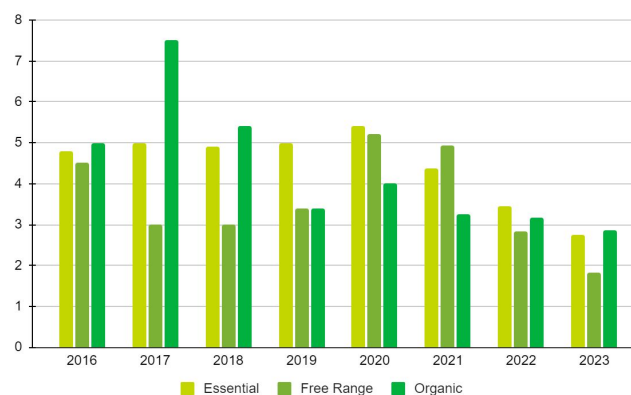
Farrowing rate (%)



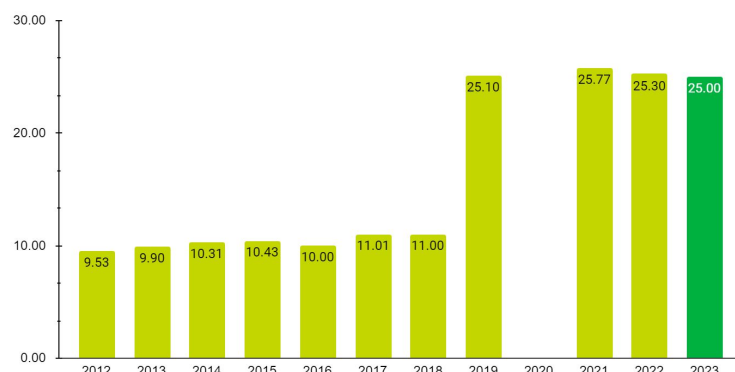
Tail biting: We conducted a trial with non-tail docked pigs on 7 finisher farms in 2022, which identified that none tail docking could be established across the supply base on a case by case basis with constant monitoring. Therefore, the approach has been taken to keep tails long where possible with a quarterly assessment between vets and fields staff. This assessment takes the daily recording of incidences and mortalities linked to tail biting and analyses whether the source remains un-docked or requires docking.

As a result of the trial we have established a new tail docking working group.

Detained pigs (%)



Number of piglets weaned per sow (per year)



Prior to 2019, data recorded the average number of piglets per litter; we are now reporting the number of piglets weaned per sow per year.



CONTINENTAL PIGS

The use of authentic ingredients is very important to our customers and this is especially true with all our authentic continental meats including Spanish chorizo, German salami, Italian Parma Ham and prosciutto.

Our continental pig meat supplier The Compleat Food Group (formerly Winterbotham Darby) is a leader in its field. To drive progress further, The Compleat Food Group has also developed the first pan-European welfare standard, the European Farm Partnership (EFP) pig module, which is accredited by UKAS (United Kingdom Accreditation Service). The EFP pig module is the only accredited standard of its kind for Europe and covers the entire supply chain from breeding to rearing, finishing, transport and slaughter.

The Compleat Food Group's work to develop this standard, as well as its achievements in supply chain traceability and consumer education, was honoured in 2018 with a Special Recognition Award from Compassion in World Farming. The standard is for higher welfare systems and takes into account health and welfare factors such as free farrowing, increased space and a stimulating environment. The standard also covers antibiotic usage and medicine, feed, veterinary procedures, biosecurity and pest control. The Pig module (UKAS ISO/IEC 17065:2012), will be audited by certification body KIWA Agri Food, on behalf of The Compleat Food Group.

The EFP is a tiered system which The Compleat Food Group uses to encourage farmers to continually improve their standards. All their producer farms across Italy, Spain, France, Germany and Holland have committed to be certified to at least bronze by the end of 2022 and silver or gold by 2025.

"At The Compleat Food Group we recognise the importance of animal welfare and that is why it is a key strategic part of our organisation, be it today or in the future. Through a collaborative effort, working with our supply partners, farmers, retailers and NGOs we've now produced the first pig welfare standard of its kind. It can be implemented across the whole of Europe, taking into consideration the different production systems. This is a fantastic accomplishment, not just for us, but also a step forward in pig welfare." Maria Murillo-Mariscal, Group Head of Farm Assurance, The Compleat Food Group.

In recognition of their leadership in this area two of The Compleat Food Group's producer partners have received awards from CIWF. Italian producer Fumagalli has received a Good Pig Award, and Spanish producer Marcos a Good Sow Commendation.

The Compleat Food Group: European Farming Partnership certification in 2023

EFP pig module	Standard details	Proportion of farms at this standard
Bronze	<p>The bronze standard is considered to be above legislation and in line with / above Red Tractor standard.</p> <ul style="list-style-type: none"> ❖ Move to farrowing crates five days prior to farrow (rather than seven) ❖ Higher space requirements for sows and gilts ❖ Increased daily checks at breeding farms ❖ Increased vet visits ❖ The scheme includes the abattoir/stunning/slaughter/killing 	37%
Silver	<p>As bronze, plus significant trials underway for the higher welfare gold tier commitments</p> <ul style="list-style-type: none"> ❖ Freedom farrowing ❖ Non-confinement insemination ❖ No surgical castration ❖ No teeth clipping/grinding ❖ No tail docking ❖ Bedding being provided at all stages 	8%
Gold	<p>All higher welfare gold tier requirements</p> <ul style="list-style-type: none"> ❖ 100% freedom farrowing ❖ 100% non-confinement insemination ❖ 100% no surgical castration ❖ 100% no teeth clipping/grinding ❖ 100% no tail docking ❖ 100% bedding being provided at all stages 	24%

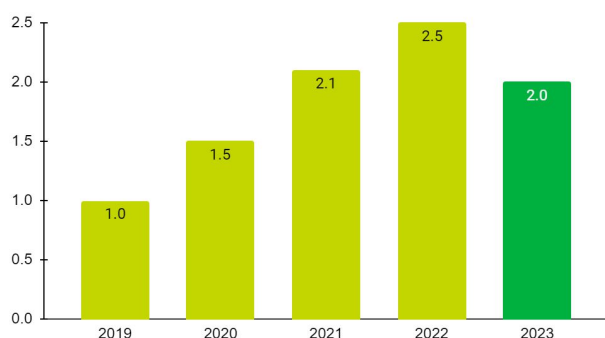
Transport and slaughter of EU pigs

Transport of our EU pigs is limited to a maximum of eight hours. Each country has an approval process equivalent to Red Tractor with an approved list of hauliers.

Continental Pigs KPIs

From a European perspective our Bronze tier is in itself considered “higher welfare” by our supplier when compared with the baseline standard across the different regions and countries of the EU. The development of our ring fenced schemes requires a test, trial and implementation approach to move farms from the Bronze to the Gold tier. This requires commitment from all parties in the supply chain, significant financial investment and long term planning to enable these changes. From 2019 we introduced a range of welfare outcome measures in line with what we would expect from our UK suppliers.

Tail biting outbreaks (per month)

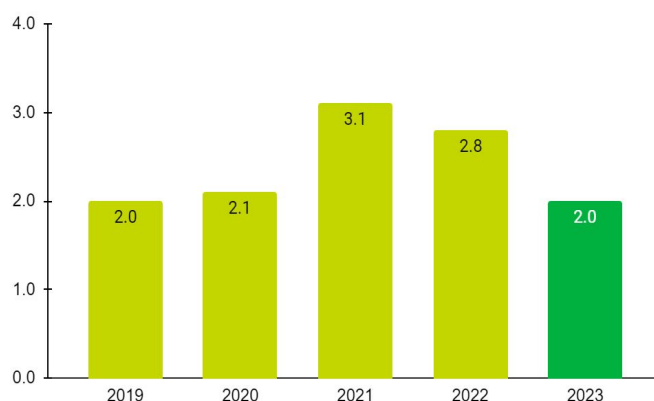


Tail biting: Numbers fluctuate year on year due to there being a number of different schemes across countries as well as the introduction of new farms supplying.

Trials on full tails are being carried out and this can cause an increase in tail biting / lesions.

We continue to monitor quarterly vet reports and outcome measures on a regular basis using a red, amber, green approach on the Authenticate platform. Ambers highlight areas to keep focus on and reds highlight issues to be discussed at farm and scheme level.

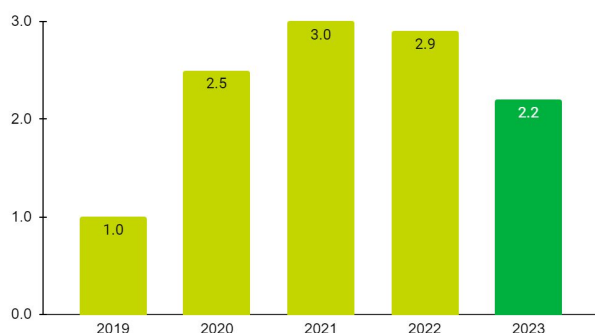
Lameness (%)



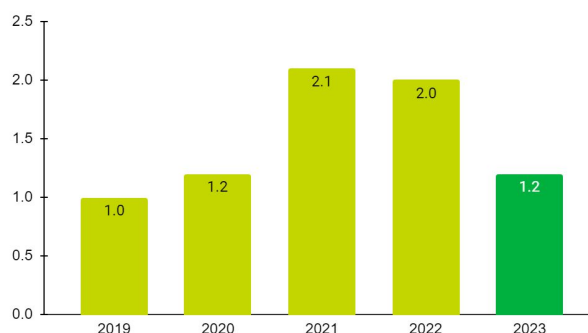
Lameness: Numbers fluctuate year on year due to there being a number of different schemes across countries as well as the introduction of new farms supplying.

We continue to monitor quarterly vet reports and outcome measures on a regular basis using a red, amber, green (RAG) approach on the Authenticate platform. Ambers highlight areas to remain focussed on and reds highlight issues to be discussed at farm and scheme level.

Tail biting lesions (%)



Skin lesions (%)

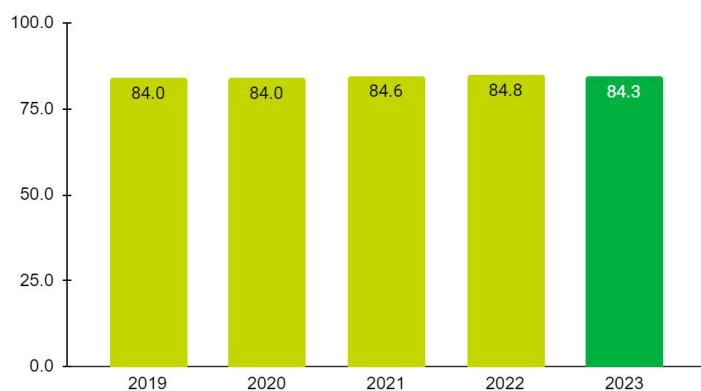


Tail biting and skin lesions: Numbers fluctuate year on year due to there being a number of different schemes across countries as well as the introduction of new farms supplying.

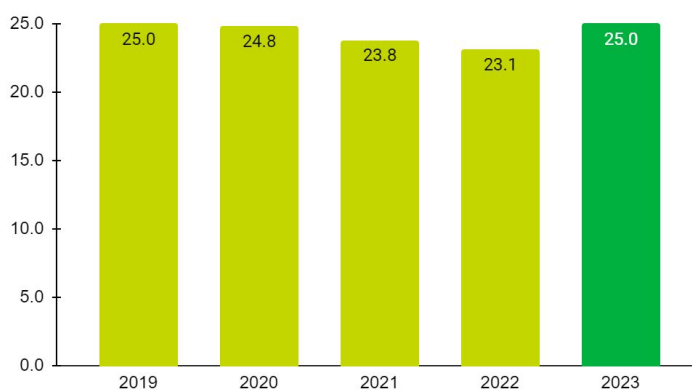
Trials on full tails are being carried out and this can cause an increase in tail biting / lesions.

We continue to monitor quarterly vet reports and outcome measures on a regular basis using a red, amber, green approach on the Authenticate platform.

Farrowing rates (%)



Number of piglets weaned per sow per year





BROILER CHICKENS

All of our chicken, whether fresh, frozen or ingredient (in products such as sandwiches), is from higher welfare farms that are all small and family owned. None of our broiler chickens are beak trimmed or tipped – this is a procedure that blunts the sharp tip of the beak using infrared light, when the chick is first hatched. Our indoor flock sizes are capped at 28,000 maximum birds.

Our Essential Waitrose chicken is grown on family farms in Northern Ireland.

What makes our entry level chicken different to that available elsewhere is that birds are raised in houses that provide more natural daylight and space compared with a conventional poultry unit. The birds for essential Waitrose fresh and frozen chicken have around 20% more space than other birds (30kg/m²), something we have implemented since 2007. We make sure they have environmental enrichment to help display their natural behaviour to scratch, perch and play. Birds have straw bales for nourishment and we have replaced our A frame perches with “platform perching” across all houses.

Bedding is refreshed regularly and fresh food and water is available at all times. Like all our chicken, essential Waitrose chicken is raised on farms within 50 miles of the processing plant.

Our free range chicken is truly free range. Birds are given plenty of room to roam outside, while being housed in airy, well-lit sheds. These birds are housed at lower stocking densities than our essential Waitrose birds – around 10% less stock per house (27.5kg/m²). They have around 1m² (per bird) of outdoor space and are a slower growing breed than our conventional chickens. Bedding is refreshed regularly and fresh food and water are available at all times. Outdoor range enrichment is provided by hedgerows and trees to further encourage natural behaviours. Our free range chickens reared for meat have access to the outdoors for a minimum of half their life, roaming tree and shrub covered ranges. Our organic and free range chicken producers have planted over 70,000 trees to provide the ideal environment for our chickens to roam.

Waitrose organic chickens are raised with the lowest stocking density of all and have around 4m² (per bird) of outdoor space. Under Waitrose & Partners standards, they must spend half of their life outdoors. Organic finishing sheds have pop holes down the length of the sidewalls, which gives birds free entry and exit. An apron outside the shed allows droppings to be cleaned up regularly, maintaining litter quality inside the shed. The inside is also bedded with clean chopped straw or wood shavings which are refreshed regularly and fresh water and feed is available at all times. Outdoor range enrichment is provided through hedgerows and trees to further encourage natural behaviours.

Duchy organic chicken is only available in selected branches and are raised to Organic Farmers & Growers Standards, which allow them access to the outdoors for two-thirds of their lives.

Currently 15% of our chickens (including all our free-range and organic chicken) are from slower growing breeds. This will increase to 100% in line with our Better Chicken Commitment (see below).

Waitrose & Partners signs up to the European Chicken Commitment

On Monday 4 March 2019, Waitrose & Partners signed the 2026 European Chicken Commitment (also known as the Better Chicken Commitment), pledging to improve the welfare of our farmed chickens. Under the Commitment, also signed by Compassion in World Farming, **we pledge that our standards for all fresh, frozen and chicken meat ingredients across all Waitrose own brand products will meet the requirements by 2026.**

We adhere to most of the requirements already, including stocking density, for all fresh and frozen own label chicken including ingredients; and we intend to deliver on this commitment well before the 2026 deadline. Alongside our long-term poultry supplier and research partner Moy Park, we led a research project into new breed requirements that will improve the welfare of our farmed chickens. As of Autumn 2024, over 600,000 of our chickens have been reared to Better Chicken Commitment requirements.

Better Chicken Commitment requirements

By 2026, we will require our suppliers to meet the following requirements for 100% of our fresh, frozen and ingredient chicken meat, including ambient, in our supply chain:

- ❖ Comply with all EU animal welfare laws and regulations, regardless of the country of production
- ❖ Implement a maximum stocking density of 30 kg/m² or less. Thinning is discouraged and if practiced must be limited to one thin per flock
- ❖ Adopt breeds that demonstrate higher welfare outcomes: Hubbard JA757, 787, 957 or 987, Rambler Ranger, Ranger Classic, Ranger Gold, Redbro or others that meet the criteria of the RSPCA broiler breed assessment protocol
- ❖ Meet improved environmental standards including:
 - At least 50 lux of light, including natural light
 - At least two metres of usable perch space, and two pecking substrates per 1,000 birds
 - On air quality, the maximum requirements of Annex 2.3 of the EU broiler directive, regardless of stocking density
 - No cages or multi-tier systems
 - Adopt controlled atmospheric stunning using inert gas or multi-phase systems, or effective electrical stunning without live inversion
 - Demonstrate compliance with the above standards via third-party auditing and annual public reporting on progress towards this commitment

Transport and slaughter of chickens

All our chickens are transported for processing by approved hauliers trained in animal welfare protocols and handling – they must demonstrate a sufficient level of competence before being allowed to handle any livestock. Birds are transported for a maximum of eight hours, however in 2023 100% of our chickens were transported in under four hours. They are processed in one of the most modern poultry processing plants in the country. Like the rest of our livestock supply chain, a vet inspects the birds on arrival, is present in the abattoir at all times, and the abattoir is regularly audited to ensure it meets our stringent high welfare standards as well as being Red Tractor assured.

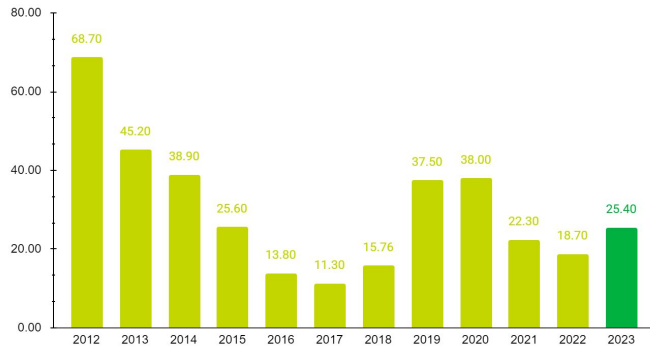
Broiler Chickens KPIs

A change in house management system to hot water heating continues to improve key welfare indicators such as pododermatitis, a marking of the sole of the chicken foot, and hock marking, a marking of the hock of the chicken's leg, which can be caused by poor litter conditions.

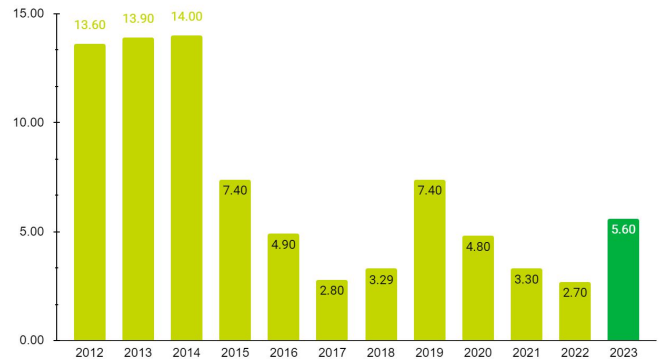
Cleanliness is a score of feather cleanliness on arrival to the factory. As part of our welfare commitment, we stock chickens at **30 (Kg/m²)** for all farming systems. Our birds rarely suffer breast blisters due to the maintenance of good litter conditions and bird management. Breast blisters remained at 0% in 2023.

A greater focus on water management as well as a milder winter has all helped to reduce hock marks and pododermatitis.

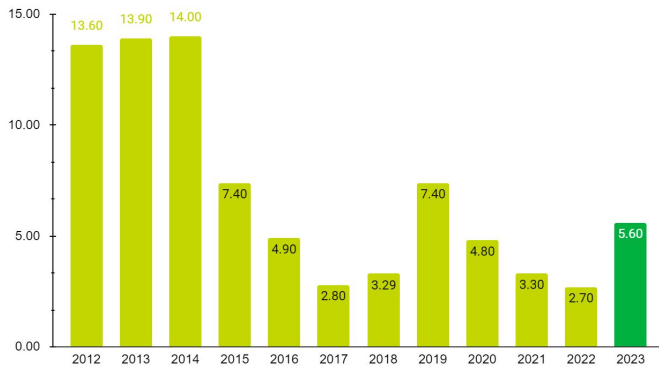
Pododermatitis (%)



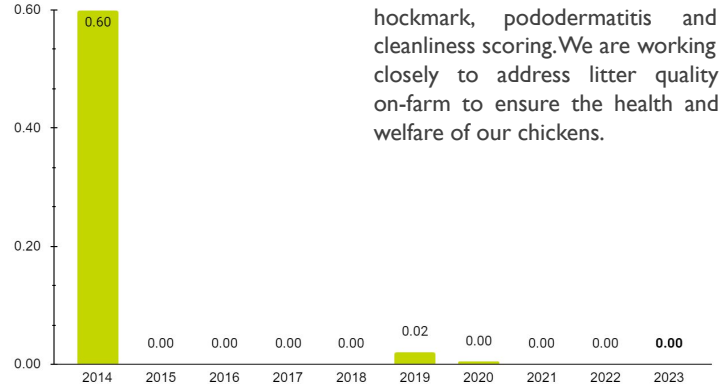
Hockmark (%)



Cleanliness (%)

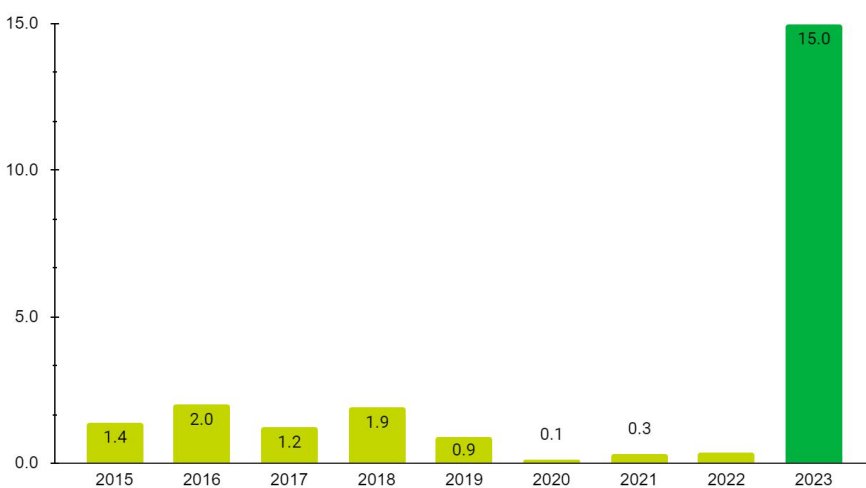


Breast blisters (%)



The continued mild and wet weather through all seasons has made managing litter challenging, as such we have seen an increase in hockmark, pododermatitis and cleanliness scoring. We are working closely to address litter quality on-farm to ensure the health and welfare of our chickens.

Broken bones (%)



A recent change in the factory team's recording methodology means this figure has increased since 2022. Broken bones are now measured after plucker banks which has seen an increase in post-slaughter breakages. We are working with our dedicated poultry supplier to address this change in methodology.



LAYING HENS

All our eggs are free range. Whether whole in the ryegrass cartons, or in any of the prepared foods on our shelves, they are all from hens free to range every day.

All our shell eggs are British, supplied by farms we know and trust. These are from free range or organic farms where hens have space to roam, shelter under trees, dust bathe and generally display their natural behaviours. Inside their houses, hens have permanent access to food and fresh water and areas for dust bathing and perching and laying eggs.

For shell egg production, we have our own dedicated breed of hen, the British Blacktail. She has been specifically selected as a strong and active bird that is well suited to life outdoors. A slightly bigger hen, she will lay a larger egg than other breeds. **We are proud to say none of our laying flocks are beak treated or trimmed.** This is a procedure that blunts the sharp tip of the beak using infrared light, when the chick is first hatched. **We are the only major high street retailer in the UK to achieve this.**

Our Essential range comes from a white feathered hen laying pure white eggs. This breed is used across the globe owing to its incredible efficiency; consuming less feed for every egg, meaning the lowest possible environmental impact.

Our Duchy Original organic eggs are laid by organic free range British Blacktail hens raised in organic systems. These eggs are farmed to the highest standards set by the Soil Association. Under these guidelines, our hens have fresh organic pasture each time a flock is housed and the size of each flock is limited to 2,000 birds which is a lower stocking density than mainstream free range production. Duchy hens, from day old chicks, are fed an organic ingredient diet and the birds can go outdoors at 10 weeks of age.

Waitrose & Partners use certified free range eggs as an ingredient in all its products where egg is required.

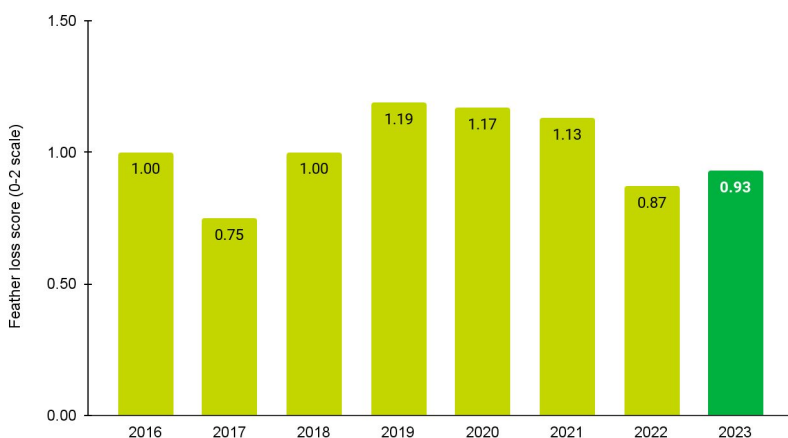
Transport and slaughter of end-of-lay hens

At the end of their productive period on the farm all our hens are transported by an RSPCA Assured haulier, with a maximum transport time of eight hours. Like the rest of our livestock supply chain, a vet inspects the birds on arrival at the abattoir. The plant itself is audited and approved by RSPCA Assured. All our hens are sent to a single abattoir.

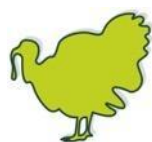
Laying hens KPIs

All our laying hen flocks are welfare outcome scored four times during the flock's life across a variety of measures. Key indicator results are shown below.

We no longer routinely manually palpate birds due to the reactive style of this welfare metric. We promote the proactive management and enhancement of welfare with hens in our supply chain.



Feather loss score is Red, Amber & Green (RAG) scored at each audit. Flocks scoring Amber must review their husbandry and Veterinary Health Plan with their vet and Red scored flocks must correct all actions raised before they can continue supply.



TURKEY

All Waitrose turkeys are farmed in England and Ireland and are kept to our high standards of animal welfare. Unlike others, even our entry level essential Waitrose & Partners turkeys are farmed to higher welfare standards, with natural daylight, fresh air and 15% more room to move around than the industry standard. They are provided with hanging enrichment, perches and straw bales to promote natural behaviours. We do not permit beak trimming of our turkeys.

Waitrose free-range turkeys are raised on selected small farms in the UK and Ireland. They are provided with both indoor and outdoor range areas during their growing period. Access to grass paddocks are unrestricted during daytime hours for at least half the birds' life and housing is available for them to return to shelter. Range areas are predominantly grass with straw bales, trees, scrub and mixed vegetation provided for range enrichment.

Our Duchy Originals organic turkeys are raised in England and Ireland. A slow growing, bronze feathered breed, they are broadly similar to free range but with additional requirements to meet the organic regulations and the Waitrose & Partners bespoke standards. Stocking densities are very low, like our free-range birds, with plenty of environmental enrichment available. Waitrose organic turkeys are not beak trimmed.

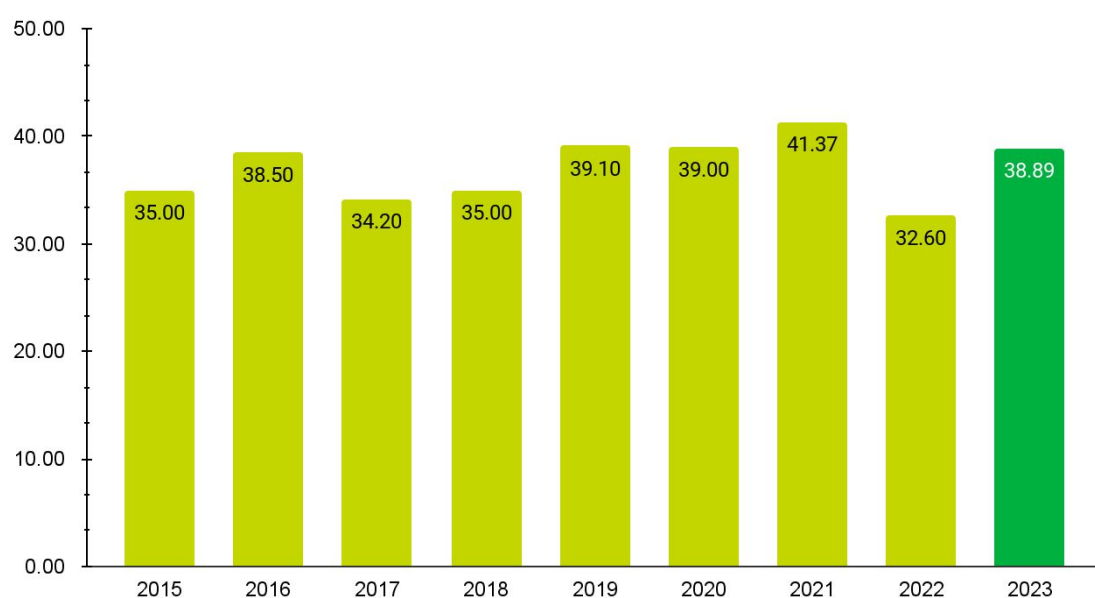
Transport and slaughter of turkeys

All our Irish turkeys are transported to slaughter under National Welfare of Animals Transport regulations which covers welfare and safety standards. All drivers involved in moving turkeys have received formal independent training in bird welfare. The maximum permitted transport time is eight hours, however it is on average considerably less (as per our results table). Like the rest of our livestock supply chain, a vet inspects the birds on arrival at the processing plant.

Turkey KPI's

Pododermatitis is scored in the factory, results are obtained and monitored closely. Birds are well bedded from an early age. Ventilation and litter quality are highlighted as key areas to help reduce incidences of Pododermatitis. Levels remain reasonably consistent year on year and we will continue to monitor this.

Pododermatitis (%)





GEESE

The entire geese supply chain is British and free range, using a 'brood and move' approach as the basis for the farming system. Birds arrive on the farm as day-old poults direct from the hatchery. After an initial, and carefully controlled brooding stage of about six weeks, the birds are moved to a paddock where they are free to roam and enjoy the fresh air. Stocking densities are managed to free range levels, ensuring birds have plenty of space to express natural behaviour. They also enjoy enrichment such as grassy ranges and straw bales.

Every farm has a veterinary health plan and prescription medicines are only given for specific reasons, they are never prescribed as a matter of routine. The high welfare and husbandry standards cover the entire supply chain, from parent stock and hatchery all the way to reception and handling at the abattoir.

Transport and slaughter of geese

Journey times to the abattoir are less than three hours and undertaken in a purpose built lorry. Everyone handling geese is appropriately trained in bird welfare and not allowed to handle livestock until competency has been proven. A vet inspects the birds on arrival at the abattoir and remains on site at all times. The inspection includes farm health records and a visual inspection of the flock's health and welfare. The birds are kept in small groups in a covered lairage before being processed. Waiting times are kept to a minimum to avoid stress.

GAME

Waitrose & Partners is the largest retailer of game in the UK. We sell prepared wood pigeon, partridge and pheasant during the season. We are supplied by a single game dealer who ensures all the game sourced is from environmentally-minded British shoots and reared to the highest standards. We monitor the shoots we source from and expect them to adhere to our bespoke standards of animal welfare and shoot behaviour.

We monitor the game shoots we source from and expect strict adherence to our bespoke standards of animal welfare and shoot behaviour.

Lead shot pledge

From 2019 we began phasing out the use of lead shot on the Estates from which we source our game. We publicly stated that all the estates we buy from will be required to use lead alternatives such as steel or bismuth from season 2020/21. We continue to believe that the removal of lead shot from the game supply chain is an important public health and environmental position. We support legislative change in this space and sit on the All Party Parliamentary Group on Lead Shot to support this change. We are also a funder of the Shot Switch Study based at Cambridge University. We are working with our supplier to address any trace of lead shot in our supply chains.



FARMED FISH

All farmed fish must be fully traceable to known and audited Waitrose approved farm sites. Audit protocols must include assessment of fish welfare, veterinary care, husbandry, protection of the marine environment and sources of marine based feed ingredients. We do not allow mutilating procedures such as fin clipping on our farmed fish.

All our farmed salmon, bream, bass, halibut, English freshwater trout, organic salmon, Scottish sea grown trout and Scottish rainbow trout are pre-stunned prior to slaughter.

All of our farmed fish is independently certified to a recognised third-party standard. The following third party certification schemes are recognised for farmed fish: Aquaculture Stewardship Council (ASC), Global Gap, Global Aquaculture Alliance Best Aquaculture Practice (GAABAP), Friend of the Sea (FOS), Soil Association Organic and Naturland Organic.

The scope of the certification must include processing facilities, farms and hatcheries. Aquaculture activities must be conducted in a manner that is socially responsible and within national rules and regulations, with regard to ILO convention on labour rights, not jeopardising the livelihood of aquaculture workers and local communities as laid out by the John Lewis Responsible Code of Practice.

In addition, our suppliers assess all Salmon, Bass, Bream and Producers under our own Responsible Efficient Production Index. This is to ensure that we evaluate supplementary requirements and welfare criteria to ensure optimal on-farm management, and to cover any gaps that exist in third party certifications. All data is used to improve environmental and welfare performance on farms. This has been in place for salmon for several iterations. Our focus this year has been with our supplier of farmed bass & bream, New England Seafood International. NESI have been working with our bass & bream suppliers to update and roll out the Waitrose REP. This has involved consultation with all Waitrose bass & bream produces. The standard focuses on areas that are not currently covered by available, third party standards for bass and bream, such as humane slaughter. NESI is also working with ASC to better understand the elements included in their ASC Farm Standard around welfare, and are looking to trial this standard in the bass & bream supply chain.

Our Waitrose farmed salmon supply partnerships are in Scotland, each with an experienced team of husbandry experts. Our organic salmon is supplied by Northern Irish and Scottish farms.

Farmed fish feed policy

Marine based feed raw materials must only be sourced from responsibly managed fisheries. We support the Marine Trust Global Standard and certification programme for the Responsible Supply of Fishmeal and Fish Oil (MT RS). All farmed fish diets are required to be produced using MT RS, MSC or FOS certified marine ingredients.

We encourage the use of trimmings in wild forage caught fish feed that is from fish responsibly caught for human consumption. All diets are certified as organic and all ingredients are fully traceable.

The use of non-marine ingredients in feed diets is permitted under the Waitrose Fish Feed policies. However, the inclusion rates of vegetable protein ingredients must not compromise fish welfare or the eating quality and nutritional value of the final product. It is our policy to ensure that salmon and trout are fed on a diet that ensures the following levels of eicosapentaenoic acid (EPA)/docosahexaenoic acid (DHA) in the finished product to deliver the health and nutritional benefits that our customers expect (Conventional Salmon 1.61g/100g; Organic Salmon 1.5g/100g; Rainbow Trout 1.5g/100g.) The use of processed animal protein and animal derived lipids and blood meal are not permitted.

Responsible Harvest Assessment

The Waitrose & Partners 'Responsible Harvest Assessment' looks at key control measures to ensure harvesting of our salmon and trout is carried out in such a way as to minimise stress, with animal welfare as a primary principle. Its core values are to promote continuous improvement, create aspiration by rewarding innovation, good practice and ensure compliance to the Waitrose & Partners Aquaculture Farming Protocol. The assessment itself, currently in its sixth year of implementation, covers a range of criteria, including detailed on-site system checks, fish welfare, workers' welfare, hygiene and brand protection.

Transport and Slaughter

All our farmed finfish are pre-slaughter stunned. For details on method, please see slaughter policy section above.

Farmed stocking densities

- ❖ Halibut, 70-80 kg per cubic metre
- ❖ English freshwater trout, 55 kg per cubic metre
- ❖ Salmon: 9.42% of our salmon supply chain is reared at less than 10 kg per cubic meter. The average stocking density for conventional Salmon is: 10.1kg/m³ however 15 -17 kg/m³ is their limit
The average stocking density for Organic Salmon is 6.0kg/m³
- ❖ Scottish sea trout 8.73 kg per cubic metre
- ❖ Rainbow trout 8.7 kg per cubic metre
- ❖ Sea bass 10 kg per cubic metre
- ❖ Sea Bream 9.8 kg per cubic metre

Farmed fish transport times from harvest to slaughter

- ❖ Scottish Salmon including: live haul and well boat chilling time -16 hrs max. In extreme circumstances beyond control such as weather events the live haul time may be longer than 16 hrs. Our policy and the RSPCA assured standard (applicable to all own-band salmon) does not permit starvation. As such 99% of the salmon supply chain is free from fasting for more than 72 hours, with derogations only in exceptional circumstances.
- ❖ Scottish Salmon dead haul - slaughtered on site
- ❖ Organic Scottish Salmon - slaughtered on site
- ❖ Organic Irish Salmon - slaughtered on site
- ❖ Scottish Seagrown Rainbow Trout - slaughtered on site
- ❖ English Rainbow Trout - slaughtered on site
- ❖ Sea Bass - slaughtered on site
- ❖ Greek organic Sea Bass - slaughtered on site
- ❖ Sea Bream - slaughtered on site
- ❖ Halibut - Slaughtered on site

Farmed fish third party certification

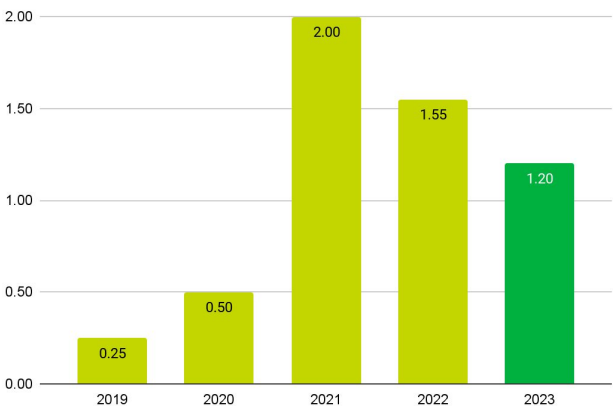
- ❖ Scottish salmon - Global Gap and RSPCA assured
- ❖ Organic Scottish Salmon - Soil Association certified and RSPCA assured
- ❖ Organic Irish Salmon - Organic Food Federation and RSPCA assured
- ❖ Scottish Freshwater Rainbow Trout - Global Gap certified and RSPCA assured
- ❖ Scottish Seagrown Rainbow Trout - Global Gap certified and RSPCA assured
- ❖ Freshwater Rainbow Trout - British Trout Association certified, Global Gap certified and RSPCA assured
- ❖ Greek Sea Bass - Global Gap certified and ASC certified
- ❖ Greek Sea Bream - Global Gap certified and ASC certified
- ❖ Greek organic Sea Bass - Natureland organic, global gap and ASC certified
- ❖ Turkish Sea Bass - ASC certified
- ❖ Turkish Sea Bream - ASC certified
- ❖ Halibut - Global Gap

Farmed fish KPIs

We strive for continuous improvement in fish welfare and the low percentage of fish with fin/ body damage or wounds/ lesions remains very low and is testament to the higher welfare practices required of our aquaculture farmers. Wounds and lesions can have various causes such as handling, biting by conspecifics, stress, bacteria, parasites and/or changes in weather or diet, or polluted water. .

Epidermal injuries affect the physical welfare needs of fish in relation to osmotic balance, health and protection from external elements such as pathogens. Fin and body damage can be caused by a multitude of factors including daily feed ration and frequency, water temperature, stocking density, and frequency of grading. These welfare outcome measures are recorded by our farmers upon harvest/intake at first processing and serve as reliable indicators that the fish welfare has remained intact throughout its growth cycle. There are a number of possible causes of mortality in farmed fish, ranging from lice, bacterial and viral disease, to environmental events such as algal and jellyfish blooms or warm, still weather lowering oxygen levels of the sea. For all our farmers, the causes of mortality are recorded and investigated, with veterinary professionals called in where required. Our farmers continue to invest in mitigation systems to lower mortality levels for example through disease prevention, vaccination and bloom alert systems.

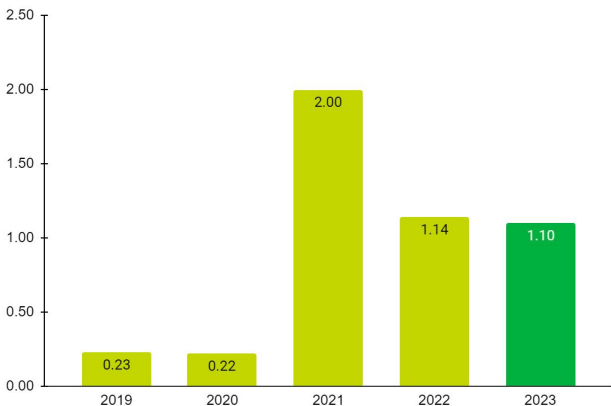
Sea Bream - fin and body damage (%)



Increase in 2021 is due to increased data recording and in more detail which has created an increase in accuracy of the fin and body damage recording.

Data includes information on percentage of fish harvested. Includes data on: Deformities; Fin condition; Skin condition; Evidence of Cymothoa tongue lice damage; Snout condition.

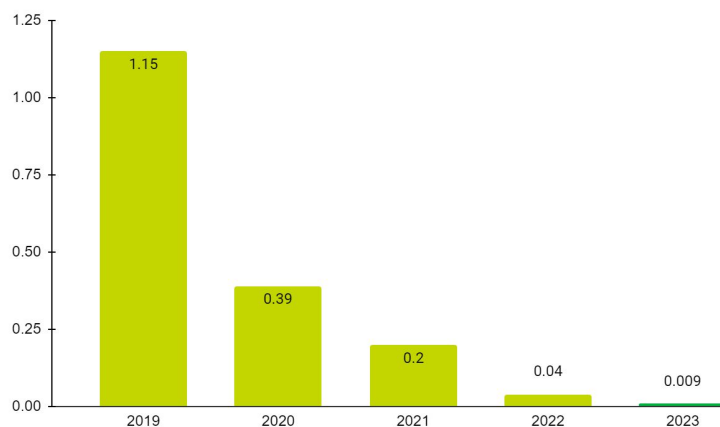
Sea Bass - fin and body damage (%)



Increase in 2021 is due to increased data recording and in more detail which has created an increase in accuracy of the fin and body damage recording.

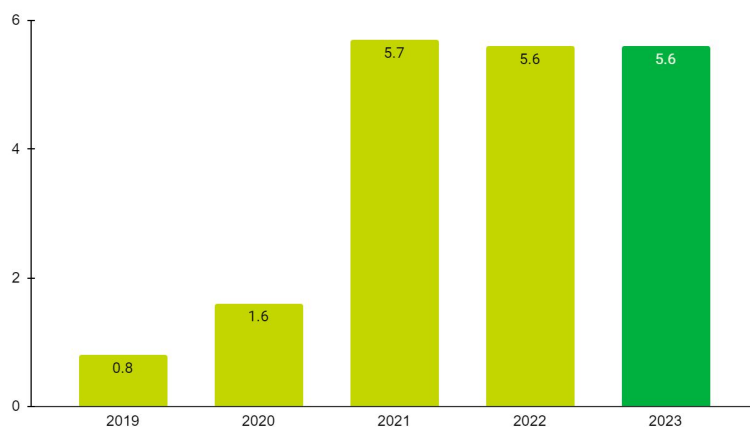
Data includes information on percentage of fish harvested. Includes data on: Deformities; Fin condition; Skin condition; Evidence of Cymothoa tongue lice damage; Snout condition.

Salmon - fin and body damage (%)



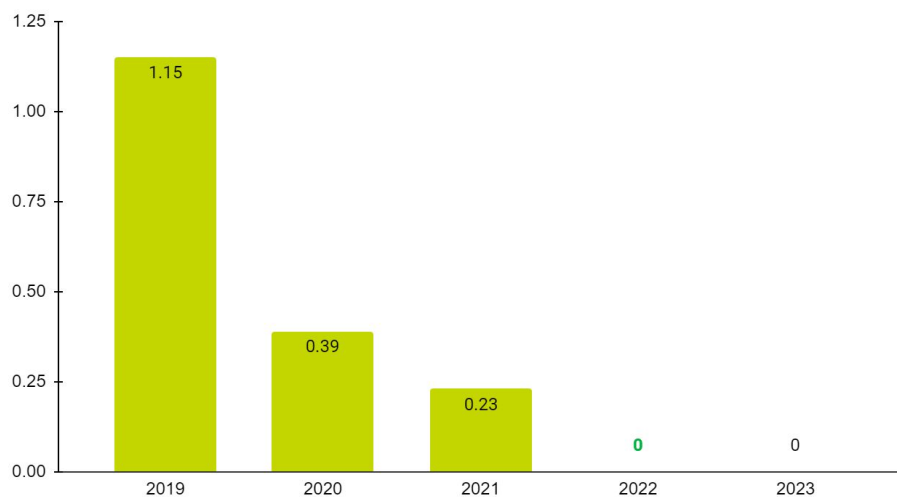
Scoring methodology requires evidence of at least one open wound or lesion, including obvious sea lice damage on the head.

Halibut - fin and body damage (%)



Halibut data from 2021 onwards includes eye damage.

Sea grown Rainbow Trout - fin and body damage (%)



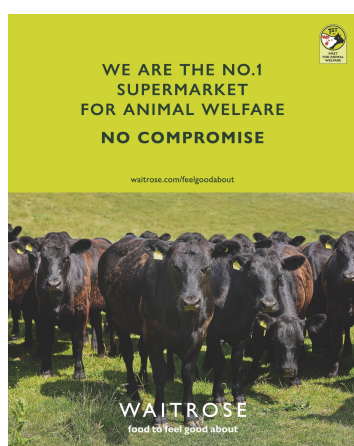
Communicating animal welfare

We are proud of our animal welfare work and the accolades we have won. That is why we have put them at the heart of our recent marketing campaigns rolled out across our stores, on social media and print publications. We now carry a higher welfare logo on the pack of products that are assessed as part of CIWF's Supermarket Survey standards that makes it clear that Waitrose & Partners is "FIRST FOR ANIMAL WELFARE".



We know how important our animal welfare standards are to our customers, so we aim to promote our credentials wherever possible. We also use in-store shelf branding information at customer point of sale to promote awards from Compassion in World Farming.

Our 2022 Food To Feel Good About campaign showcases dairy, pork and fish supply chains to continue to develop customer awareness of our dedication in animal welfare. The importance of animal welfare to Waitrose is often highlighted in our Waitrose Weekend newspaper (circulation approx 500,000) and our monthly food magazine Waitrose Food. Our 2023 'No Compromise' campaign built further on this, calling out Waitrose points of difference, including that key standards apply across ingredients too.



In 2022, we launched our 'Waitrose Farmers' Instagram account (@waitrosefarmers) which gives customers the chance to hear from farmers firsthand, including all about the care they put into raising their livestock and farmed fish.

[Christmas 2022 Ad | It's Beginning To Look A Lot Like Christmas | Waitrose](#)
[Food To Feel Good About | Waitrose](#)
[Native breed beef cattle advert](#)
[Outdoor bred pig advert](#)
[Free range egg advert](#)

BRANDED SUPPLY CHAINS: COMMITMENTS AND TARGETS

We are committed to working with our branded suppliers to move towards a position where the branded goods supplied to Waitrose have clear policies for the avoidance of long-distance live transport, ensuring pre-slaughter stunning, and the avoidance of prophylactic and (where appropriate for the species, e.g., not including farmed fish) metaphylactic use of antibiotics is in place.

We are proud holders of the CIWF 'cage-free award' for our commitment to cage-free own brand products. As the next step on this journey, we have put in place additional targets to only sell branded products that:

1) use cage-free eggs and 2) use pork meat that is produced without the use of sow-stalls.

Our target to achieve this 2030. This applies across primal goods and key ingredients.

This is a huge undertaking, but we believe it's the right thing to do. Sourcing reliable data on the standards that are used in branded products can be very challenging, and much of our assessments and progress tracking on this will be manual in the short term.

We have already surveyed our branded suppliers on these issues, and have RAG rated their responses - those with policies already in place, those who are in progress or open to making them, and those not in a position to do so currently. We will report back on our progress in this area. We will, in particular, seek to support smaller suppliers in the development of these policies, and will also work with our trusted animal welfare NGO partner Compassion in World Farming to highlight the resources available and best practice in this area.

We recognise that our influence over branded suppliers has its limits, and we hope that other retailers will also look to cascade policy requirements in this area. We are also putting in place clear scope boundaries, as the importance and impact of this work will be more significant for, for example, prepared meal suppliers than for baked goods where only small amounts of animal derived products may be present.

We are committed to collaboration with other food companies to drive better standards for farm animals, and to ensure our customers can have even higher levels of trust in the products they find on Waitrose shelves.

BRANDED SUPPLY CHAINS: SPECIES SPECIFIC STANDARDS

We have the most engagement and influence with our own-brand supply chains. As noted earlier in this document we also strive to influence the animal welfare within branded supply chains. Where we stock whole branded meat offerings in place of an own-brand option, we collect more detailed information and apply policies as detailed in this section for duck and guinea fowl.



DUCK

All fresh duck is branded, however we specify the standards here for completeness. A 'brood and move' approach is the basis of the farming system. Birds arrive on the farm as day-old poults direct from the hatchery. After an initial and carefully controlled brooding stage of about three weeks, the birds are moved to housing with lots of space and natural light. Stocking densities are lower than average, ensuring that birds have ample space to express natural behaviour. They also have access to enrichment such as straw bales. Air quality and temperature are monitored constantly to ensure that birds are kept comfortable at all times.

Transport and slaughter of ducks

Journey times to the abattoir are a maximum of seven hours, and as the results show, less than half this on average. Everyone handling ducks are appropriately trained in bird welfare and must demonstrate a sufficient level of competency before handling livestock. A vet inspects the birds on arrival at the abattoir and is present on site at all times. The inspection includes farm health records and an inspection of the flock. The birds are kept in small groups in a covered lairage before being processed. Waiting times are kept to a minimum to avoid stress.

Duck KPI's

Pododermatitis is a condition that affects the foot pad of ducks, the percentage of ducks that reached a score of 0-2 has decreased by 20% since 2022. Fresh bedding is provided daily to keep the area ducks walk on clean and dry, therefore preventing infection and contamination. All stockpeople are members of the Poultry Passport which ensures they are trained in bird welfare, biosecurity and Health and Safety. This is evidenced in the outcome of the year on year welfare measure.

The duck growing farms are stocked at 17 kg/m² – well below Red Tractor standards of 21 kg/m² for a 3kg duck.

Their feed is milled to a bespoke specification. Regular review meetings are held to discuss the feed and the duck's performance, and to consider if any adjustments to mineral or vitamins etc. is necessary. This is supported with the advice of an independent nutritionist.

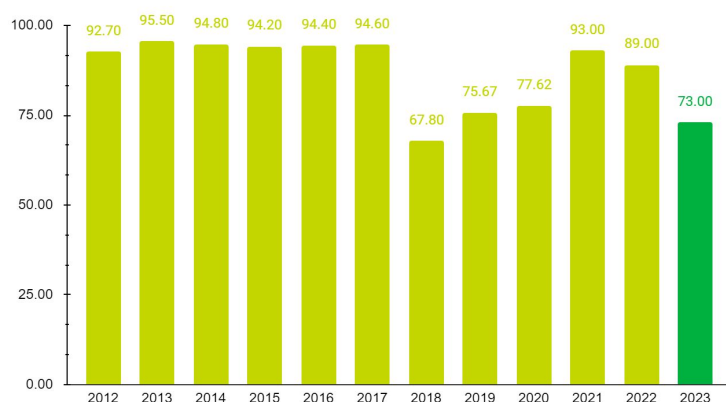
Duck KPIs

Pododermatitis is a condition that affects the foot pad of the ducks, the percentage of ducks that reached a score of 0-2 increased slightly in 2017, this is positive for our supply chain. Fresh bedding is provided daily to keep the area ducks walk on clean and dry, therefore preventing infection and contamination. All of the people working on the duck farms are members of the Poultry Passport which ensures they are well trained in bird welfare as well as biosecurity and Health and Safety. This is evidenced in the outcome of the year on year welfare measure.

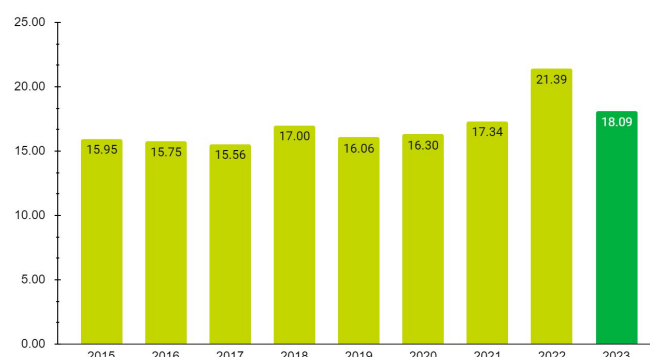
The duck growing farms are stocked between 14-17 kg/m² – well below Red Tractor standards of 21 kg/m² for a 3kg duck.

Their feed is milled to a bespoke specification. Regular review meetings are held to discuss the feed and the duck's performance, and to consider if any adjustments to mineral or vitamins, etc are necessary. This is backed up by the support and advice of an independent nutritionist.

Pododermatitis (%)



Bird stocking density (Kg/m²)



Increase in 2022 due to increase finishing weight.



GUINEA FOWL

The branded Guinea Fowl we sell are 100% free range and raised on farms in France. The birds are free to roam during the day and housed at night in barns where they have significant amounts of space and perching areas to allow them to express their natural behaviour. None of the Guinea Fowl are beak trimmed or tipped and all are free from other mutilations such as de-winging and toe clipping.

Transport and slaughter of Guinea Fowl

The birds are transported to slaughter by drivers qualified in animal handling and have a guaranteed transport time of less than eight hours.