

September 2026

Animal Welfare Policy & Performance



WAITROSE
& PARTNERS

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1.0 Our Approach to Animal Welfare

At Waitrose & Partners, we believe that animal welfare and good business go hand in hand. High welfare standards throughout an animal's life are vital to ensuring the quality of our produce. We work closely with all our farmers to ensure 100% of the livestock that provide the meat, poultry, eggs, milk, fish and seafood products are reared to higher welfare standards.

We recognise animals (terrestrial and aquatic) are sentient beings, capable of feeling pain and experiencing both negative and positive emotions, like joy and pleasure. To address welfare and sustainability issues across our supply chains (livestock and fish), we actively collaborate with major non-governmental organisations (NGOs), including: Compassion in World Farming (CIWF), Responsible Use of Medicines in Agriculture Alliance (RUMA), Food Industry Initiative on Antimicrobials (FIIA), World Wide Fund for Nature (WWF), Royal Society for the Prevention of Cruelty to Animals (RSPCA), Marine Stewardship Council (MSC), Aquaculture Stewardship Council (ASC), Marine Conservation Society, and Clientearth.

While the Five Freedoms framework remains a vital foundation for preventing negative experiences (hunger, thirst, discomfort), our approach has evolved. We believe true animal welfare requires moving beyond basic management to actively promote a "Good Life" filled with positive experiences and natural behaviours.

At Waitrose & Partners, this ethos is at the heart of everything we do. We are committed to not just preventing negative experiences, but actively promoting positive experiences for all animals in Waitrose supply chains. It is a commitment to going above and beyond, because that's what we believe our animals deserve.

1.1 Measuring Emotional Wellbeing

To assess emotional wellbeing, we partnered with Professor Francoise Wemelsfelder at Scotland's Rural College (SRUC) to develop an innovative app utilising Qualitative Behavioural Assessment (QBA). Trialled since 2020, this tool allows our expert field teams to identify behavioral indicators of how animals feel, helping us make better environmental decisions to improve their comfort and happiness. This initiative earned the CIWF Retailer Innovation Award (2022) and the BBC Food and Farming Best Retailer Innovation Award (2021).



1.2 The Waitrose Good Life Project

We actively collaborate with our farmers and panel of industry experts, including scientists, non-governmental organisations (NGOs) and animal welfare specialists, to develop an expanded list of outcome measures for each species within Waitrose supply chains. This group, known as the Waitrose Animal Welfare Development Group, supports our mission to ensure animals on Waitrose farms are living a Good Life.

The Waitrose Animal Welfare Development Group is a panel of industry experts composed of farmers, scientists, NGOs and animal welfare specialists. As a group, we actively collaborate to develop an expanded list of species-specific outcome measures with the Waitrose supply chain. These measures are compiled into our Good Life Assessment and formally reviewed each quarter to drive continuous industry improvements. The Good Life Framework incorporates five key areas: good health, good feeding, good housing, appropriate behaviour, and positive emotional state. We are proud that our dedicated farmers and suppliers work collaboratively to drive improvements in animal welfare as a result of this project.



1.3 Research, Development and Continuous Improvement

We proactively engage in targeted research and development projects to advance animal wellbeing, efficiency and sustainability within our supply chains. Our current initiatives include:

- Improving indicators and measurements of positive emotional states and emotional wellbeing in livestock via the Good Life project.
- As the only retailer involved in the Defra-funded Breed For CH4nge project, identifying sheep breeding strategies to make efficient use of grass and forage for healthy, successful flocks producing sustainable and healthy lamb of high nutritive value.
- Via the involvement of three suppliers in the Defra-funded Nue-leg project, identifying ways to reduce emissions in grassland farming to maximise red meat and milk production from grazing animals.
- Assessing the effectiveness of boosting levels of a naturally occurring pheromone in beef animals to reduce the impact of stress and the production of cortisol while being handled.
- Tracking animal performance data to measure the effectiveness of specific cattle vaccines on animal health and welfare.
- Implementing proactive dairy herd health management programmes, with herds working towards industry accreditation for free from bovine viral diarrhoea (BVD) and active control of Johne's disease.
- In collaboration with academic institutions, trialling and assessing various electrical stunning equipment in our prawn supply bases to ensure humane stun pre kill.
- Exploring use of artificial intelligence (AI) to improve on farm management and analysis of welfare indicators on broiler supply chain.
- Investigating feed programmes and specifications on the health and physical performance of UK pigs from wean to finish.
- Applying targeted measures to eliminate tail biting in pigs, which includes the strategic provision of environmental enrichment and herbal remedies.

2.0 Animal Welfare Labelling

The unique tiered welfare labelling used by Waitrose & Partners was expanded in April 2025 with a new Better Chicken Commitment label on all fresh and frozen chicken. We were the first UK supermarket to introduce tiered welfare labelling on-pack for any species, providing transparent higher welfare standards to our customers, who want exceptional tasting products that meet their values. The addition of chicken means the approach is being taken across more products than ever before.

The Waitrose welfare labelling initiative is formally supported and commended by our key animal welfare NGO partners, including Compassion in World Farming (CIWF) and the RSPCA.

“The RSPCA has long been campaigning for mandatory method of production labelling on all animal products to give consumers the transparency they deserve on how that animal has been cared for. So we welcome this trailblazing move by Waitrose as the retailer is set to introduce its own labelling scheme.”

David Bowles, Head of Campaigns & Public Affairs, RSPCA



3.0 First for Animal Welfare



WE HAVE WON MORE COMPASSION IN WORLD FARMING AWARDS THAN ANY OTHER RETAILER:

Best Retailer in Europe: 2022, 2019, 2017, 2015

Best Retailer Innovation Award: 2022

Good Pig Award: since 2012

Good Dairy Award: since 2011

Good Chicken Award: since 2010

Good Egg Award: since 2008

"They continually strive to do what is right, both for the animals and for their customers, making them true leaders in Europe."

Dr. Tracey Jones, CIWF's Director of Food Business

Recognised for our unwavering commitment, we are proud to maintain some of the most stringent animal welfare standards in the world, with the awards to prove it.

Waitrose & Partners has secured more Compassion in World Farming (CIWF) awards than any other food retailer. Notably, CIWF has named Waitrose & Partners the Best Retailer in Europe for farm animal welfare four times, having judged our standards to be better than other retailers across the UK and Europe. This recognition, alongside our other awards, directly reflects our commitment to a Good Life for all animals in our supply chain.



4.0 Responsibilities

Ultimate oversight of our animal welfare strategy and priority issues sits at the highest level of our business. The John Lewis Partnership Ethics & Sustainability Committee, which includes a number of 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.

On an operational level, our Agriculture Managers and Aquaculture & Fisheries Managers are charged with the overall responsibility for animal welfare across our supply chains. They execute this responsibility in conjunction with the Waitrose Farming Partnership Livestock Steering Group and the Waitrose Farming Partnership Fish Forum. The members of these groups are livestock and aquaculture experts drawn from across Waitrose & Partners and our suppliers

4.1 Training

To maintain exceptional management standards, our technical teams undergo formal, specialised animal welfare training. This includes completing certified professional courses such as Bristol University's Animal Welfare Officer training.

100% of Waitrose livestock hauliers undergo livestock handling and welfare training, and our slaughter sites are required to have highly trained staff and be reviewed by the Humane Slaughter Association (HSA).



5.0 Scope

Waitrose & Partners presents this report as a detailed account of our animal welfare policies, Key Performance Indicators (KPIs) and historical performance records. In the following sections, we outline our core welfare metrics and methodologies used for measurement, oversight and continuous advancement. The data presented throughout this report and its appendices is based on the January – December 2025 period, demonstrating our commitment to transparency and leading welfare standards in animal agriculture.

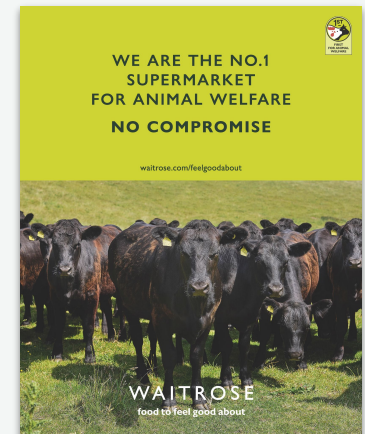
Maintaining high welfare is central to our operations; we partner exclusively with trusted farmers who align with our core values. Our commitment is demonstrated by the fact that 100% of our own-label livestock are raised and evaluated against enhanced welfare standards. To ensure accountability, these results are strictly overseen through a collaborative effort involving our internal teams, our farming partners, and our processors.

All our policy commitments, and all of our reporting apply to:

- 100% of our fresh, frozen and ingredient own-brand supply chains
- 100% of our own-label agricultural animals and farmed finfish
- Global suppliers, explicitly our authentic continental pig meat sourced from Europe via our strategic partner: The Compleat Food Group.

To ensure strict accountability, our approach is rooted in the belief that true excellence can only be achieved through objective measurement. We do not simply rely on process checks; we collect, focus on and present welfare outcome data - the objective metrics that directly reflect the animal's lived experience.

Key Performance Indicators (KPIs) are monitored regularly across all livestock and aquaculture supply chains and formally reviewed with our partners on a quarterly basis. This structured trend analysis highlights areas of achievement while providing the data necessary to drive optimisation in animal welfare, efficiency, and production sustainability. Continuous improvement is further supported by targeted R&D investments and collaborations with reputable research institutions, which allow scientists to engage directly with our supply chains.



6.0 Policy, Governance and Performance Monitoring

6.1 Livestock Supply Chain

Waitrose & Partners maintains bespoke, independently verified welfare requirements across all land-based livestock supply chains that significantly exceed standard Red Tractor Assurance.

While 100% of our livestock meet Red Tractor Assurance standards (or their equivalent) as a baseline, we implement more rigorous animal welfare specifications. These stringent requirements apply to all sourcing, including products with European provenance, and are confirmed through independent audits and our own internal assessments of farm management.

Our foundational livestock standards are built upon several key mandates:

- A 100% ban on close confinement systems across all Waitrose supply chains, such as caged hens and farrowing crates.
- Lower than average stocking densities to ensure better welfare.
- Reduced transport times that fall below legal limits, supported by our own maximum travel time mandates for specific supply chains.

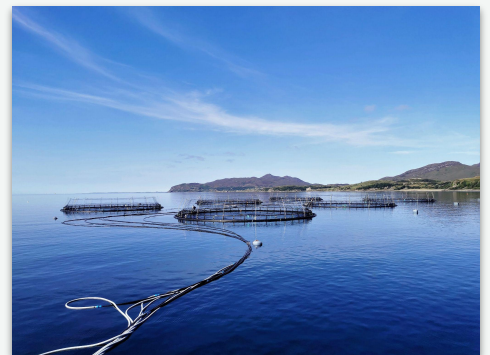
We do not produce or sell any foie gras and do not support any inhumane practices of force feeding any animals. We also do not sell any meat or other products from ducks or geese raised for foie gras.

To ensure these higher welfare "bolt-on" requirements are strictly followed, we utilise rigorous auditing. Every farm is subject to independent verification during audit inspections to guarantee compliance with our unique and exacting standards. And all staff at our processing sites receive welfare training.

6.2 Fish and Seafood Supply Chain

For more than 20 years, we have prioritised sourcing seafood from responsibly managed fisheries and farmed aquaculture operations. 100% of our farmed fish from suppliers must meet global certification standards, such as Aquaculture Stewardship Council (ASC), Global Gap (GGAP), Global Aquaculture Alliance Best Aquaculture Practices (BAP), RSPCA Assured, or a recognised organic certification like Soil Association or Naturland. Furthermore, all our staff receive welfare training.

We ensure farmed fish and seafood experience a life worth living and a dignified death. Recognising finfish and decapod crustaceans as sentient, all the farms we source from must support our aspiration for continuous improvement in animal welfare and demonstrate compliance with our exacting standards for animal care. Detailed information is available in our [Decapod Crustacean Welfare Policy](#).



6.3 Branded Supply Chain

Branded goods represent approximately 40% of Waitrose & Partners sales and our influence over the policies and performance is limited. We are, however, actively engaging with our branded suppliers to influence positive change for animal welfare across the food system. Where we can drive improvements in animal welfare for branded products, we do.

We commit to ensuring the welfare of animals in our branded supply chains align to our values. Our primary focus is to ensure that branded goods supplied to Waitrose incorporate clear policies on:

- Avoiding long-distance live transport
- Ensuring pre-slaughter stunning
- Ensuring responsible use of antibiotics, including avoiding prophylactic use.

We have surveyed our branded suppliers on these issues to enable us to support them in developing and implementing appropriate policies, often in collaboration with our animal welfare partners. Evolving our commitment to cage-free own brand products, we have since implemented targets for 2030 to only sell branded products (across primal goods and key ingredients) that:

- Use cage-free eggs
- Use pork meat that is produced without the use of sow-stalls throughout gestation and observation periods
- Use pork meat that is produced without the use of farrowing crates
- Use dairy products that are produced without the use of tethering cattle.

We will seek to support suppliers in the development of these policies, and will also work with our trusted animal welfare partners to collaborate on best practice in this area. We have placed 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.

6.4 Auditing and Compliance

100% of the farms and suppliers across our own-brand supply chains are independently audited by relevant assurance schemes to verify compliance. In addition, these audits will take into account our standards, which are significantly more stringent than the standard industry schemes. To ensure accountability, we supplement these third-party audits with our own responsible sourcing assessments.

We take any non-compliance with our animal welfare requirements very seriously; passing these audits is a mandatory condition for all farmers and suppliers to remain part of the Waitrose & Partners supply chain.

6.5 Growth Hormones

The use of growth promoters is strictly prohibited across 100% of our own label livestock supply chains; they have been banned from use in the European Union since 2006.

Growth promoters have been prohibited across 100% of branded goods sold at Waitrose & Partners. Over the last three years we have conducted an update to our supplier terms and conditions to ensure this policy requirement is clear and included in the onboarding process for branded suppliers. We continue to work to make this part of the contractual review process to ensure the policy is fulfilled.

6.6 Mutilation

All Waitrose supply chains are committed to eradicating on-farm mutilation. Where procedures are not solely banned, they must only be permitted via veterinary recommendation and Waitrose derogation.

Exceptions are reported to Waitrose upon the event and this data is used to inform interventions, training, capacity building and research. We are committed to finding alternatives to all forms of livestock mutilation.

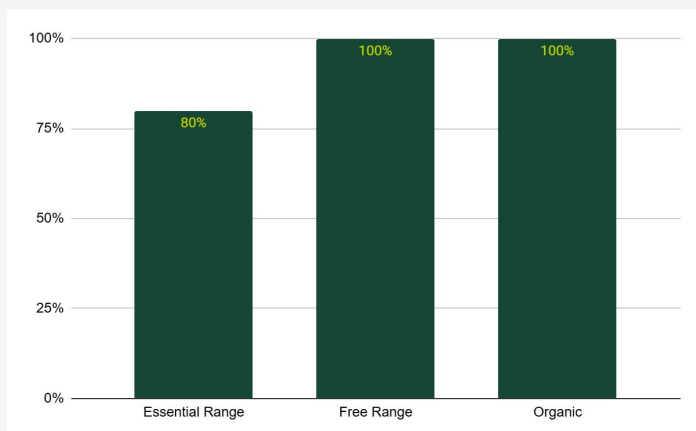
- Our turkey, egg and chicken supply chains are 100% free from beak trimming
- 100% of our salmon farms are free from fish fin clipping
- 100% of our organic and free-range pork supply chains in the UK are free from tail docking. In all other pork supply chains (including EU) tail docking is not permitted unless by veterinary recommendation and derogation to Waitrose policy
- 100% of our pork supply chains are free from teeth clipping or grinding
- 100% of our pork supply chains are free from castration
- 100% of our farms are free from live plucking, 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](#).

We are committed to finding alternatives to all forms of livestock mutilation across our supply chains, whether own label or branded.

Beak-Trimming

We are committed to establishing humane, high-welfare rearing and processing systems across our entire livestock network. Waitrose & Partners strictly prohibits routine beak trimming for our turkeys. Furthermore, 100% of our own-brand broiler chickens and shell-egg-laying hens are completely free from beak trimming and tipping. We remain the only major UK supermarket to have achieved this comprehensive, cage-free baseline across both poultry sectors.

UK Pork Tail Docking Percentage



Target

By the end of 2027, all our pork - including bacon, sausages, gammon, sliced ham and more - will be free-range.

Tail docking is not permitted under the free-range system.

6.7 Environmental Enrichment

Waitrose & Partners is committed to providing all animals across our supply chains with an enriched environment that promotes natural behaviors and positive emotional states. To achieve this baseline, 100% of our livestock supply chains operate at stocking densities lower than industry norms and are provided with tailored environmental enrichment. For example, our indoor laying hens are supplied with pecking objects, perches and enhanced bedding, while our free-range flocks benefit from a minimum of 20% tree cover across their outdoor range. In 2025 the standards for dairy cows producing fresh milk for Waitrose were enhanced so, when cows are not grazing outdoors (for a minimum of 183 days per year), they have access to one cow brush per 70 cows.

Where established industry guidance is limited, particularly in aquaculture, we actively engage in research and development with our suppliers to pioneer new, scalable methods for improving an animal's lived experience on-farm.

FinFish

Because the scientific understanding of behavioral expression in finfish is continually evolving, we actively implement tailored enrichments across our aquaculture networks to enhance species-specific welfare:

- **Structural and Social Enrichment:** 100% of our farmed halibut are provided with resting shelves to support their natural bottom-dwelling behavior. Additionally, 51% of our conventional salmon farms cohabit cleaner fish with the main stock to facilitate natural biological parasite management and behavioral diversity, incorporating artificial structures like kelp systems to provide necessary refuge for both species.
- **Dietary Enrichment:** 100% of farms use feeding methodologies and systems that are responsive to the animals' natural and innate appetite rhythms. Feeding systems are adaptive in real time to the feeding behaviour of the fish (i.e. their individual expression of appetite) and furthermore the feeding approach adjusts in relation with the environmental drivers (temperature and light) that dictate the animals feeding behaviour. This approach evolves alongside life-stage development by varying pellet sizes, introducing co-feeding strategies and utilising functional feeds to support fish health during critical lifecycle transitions like seawater transfer.
- **Occupational Enrichment:** 100% of our salmon farms utilise open net pens, ensuring fish naturally experience diverse and stimulating shifts in water flow, current speed and direction, driven by local hydrography and lunar cycles.

6.8 Breed Selection

Beef

We do not accept cattle bred for extreme muscle hypertrophy (i.e. extreme examples of double-muscled breed breeds that can cause welfare issues) into our beef supply chain.

Poultry

The full implementation of the Better Chicken Commitment has been extremely successful. Our welfare indicators have continued to improve with the use of the slower growing breeds. Farmers prefer rearing the slowing breed and, most significantly, the change to further enhance our chicken welfare has strongly resonated with our customers.

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.



6.9 Close Confinement

Waitrose & Partners was a pioneer of, and remains firmly committed to, the total elimination of close confinement systems across all farm production, geographies, and supply chains.

- 100% of our own-brand British meat, ingredient meat and dairy are entirely free from close confinement systems
- 100% free-range pork commitment
- 100% free-range egg commitment, encompassing both whole shell eggs and all product ingredient components.

These standards are reinforced through mandatory commercial commitments to utilising slower-growing breeds and maintaining stocking densities significantly lower than the industry average.



**ALL OUR EGGS COME
FROM FREE RANGE HENS.
FROM OUR MUFFINS
TO OUR MAYONNAISE
NO COMPROMISE**

waitrose.com/feelgoodabout

WAITROSE
food to feel good about

1ST
FIRST
FOR ANIMAL
WELFARE

Winner of Compassion in World Farming Best Retailer 4 times. Waitrose own label products. Find out more at waitrose.com/feelgoodabout

6.10 Antibiotic Use

At Waitrose & Partners, we recognise the significant public health risk posed by the overuse of antibiotics in livestock supply chains. Our commitment balances the highest standards of animal welfare with human safety, ensuring antibiotics are never routinely administered to healthy animals, but are used only where absolutely necessary under strict veterinary control.

Our approach is rooted in prevention through disease screening, vaccination and proactive health management to minimise the need for intervention. When antibiotics are required, they are strictly reserved as a last resort to treat illness or prevent acute welfare crises under the close supervision of a veterinary surgeon.

Waitrose & Partners works closely with supply chain to disseminate best practice information on antibiotic use, and ensure prophylactic use is not employed. It remains best practice for animal welfare to identify animals within a cohort that have been exposed to disease and make a veterinary-led decision on when to employ antibiotics metaphylactically.

We are committed to eliminating the use of Critically Important Antibiotics to Human Medicine (CIAs), including colistin, as defined by the WHO and EMA. CIAs are rarely prescribed across our own-label supply chains. We have pledged to end all use of CIAs as soon as possible and are working towards significant year-on-year reductions in total antibiotic use.

While the wider UK agriculture industry continues to make significant progress to reduce usage, Waitrose & Partners has consistently led the retail sector:

- 2014: Implemented formal policies to reduce total antibiotic usage across our supply chains while maintaining strict animal welfare standards.
- 2017: Established an escalation process restricting CIA use to an absolute last resort, and became one of the first food retailers to openly publish comprehensive livestock antibiotic usage data.
- 2018: Formally recognised as a finalist in the prestigious *Antibiotic Guardian Awards*.
- 2020: Named by *The Alliance to Save Our Antibiotics* as the retailer with the most robust farm antibiotic policies and a market leader in data transparency.

Our transparent approach includes collating comprehensive antibiotic usage data across all livestock and aquaculture sectors to continuously drive internal improvements. The Waitrose Farming Partnership formally recognises targets and advice set by the Responsible Use of Medicines in Agriculture Alliance (RUMA); our sector data demonstrates our unwavering commitment to these baselines. Furthermore, we collaborate industry-wide through the Food Industry Initiative on Antimicrobials (FIIA) to champion a unified, responsible global defense against antimicrobial resistance.

Antibiotic Usage (mg/PCU)

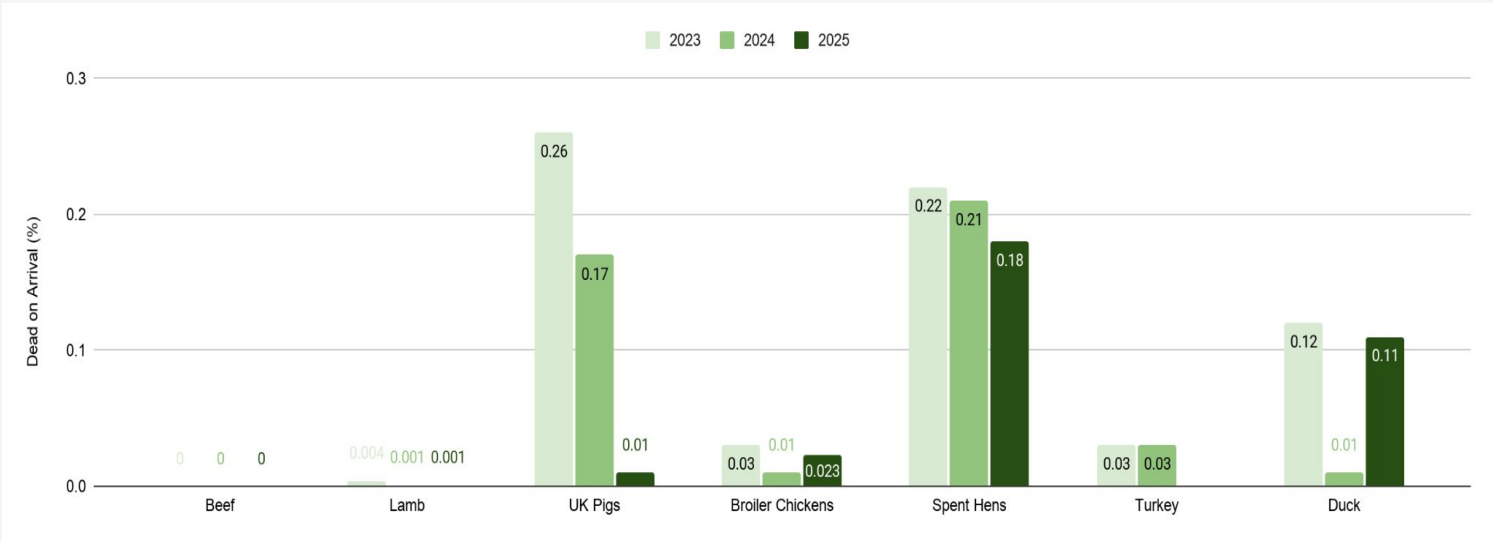
	2022	2023	2024	2025
Beef	2.80	2.70	2.70	1.70
Venison	0.05	0.05	0.40	0.00
Veal	7.30	6.20	7.00	7.20
Dairy Cows	11.02	10.91	11.47	11.02
Goat	2.45	4.50	3.54	1.80
Lamb	6.50	7.96	8.80	6.92
UK Pigs	81.15	81.30	54.00	49.10
Broiler Chickens	4.72	5.48	7.70	4.80
Eggs (% days treated)	0.91	0.64	0.06	0.31
Turkey	5.19	7.00	14.41	13.55
Duck	-	0.39	0.58	0.68
Salmon	39.13	25.50	7.68	14.27
Trout	11.50	9.70	6.70	9.45
Sea Bass	0.00	0.00	2.10	18.28
Sea Bream	0.00	0.00	0.00	7.00
Halibut	1.80	2.04	2.43	0.00

6.11 Transport Times

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 and report actual journey times. Though many of our animal's journeys are shorter, Waitrose permit a maximum of eight hours transport time for livestock in Waitrose supply chains. All of our transport times are compliant with and below the maximum specified by UK legislation.

To minimise livestock stress, we monitor transport data to ensure journey times to slaughter are as short as possible. We strictly record all dead-on-arrival (DOA) cases, accounting for any fatalities. DOAs are rare, and all incidents are investigated.

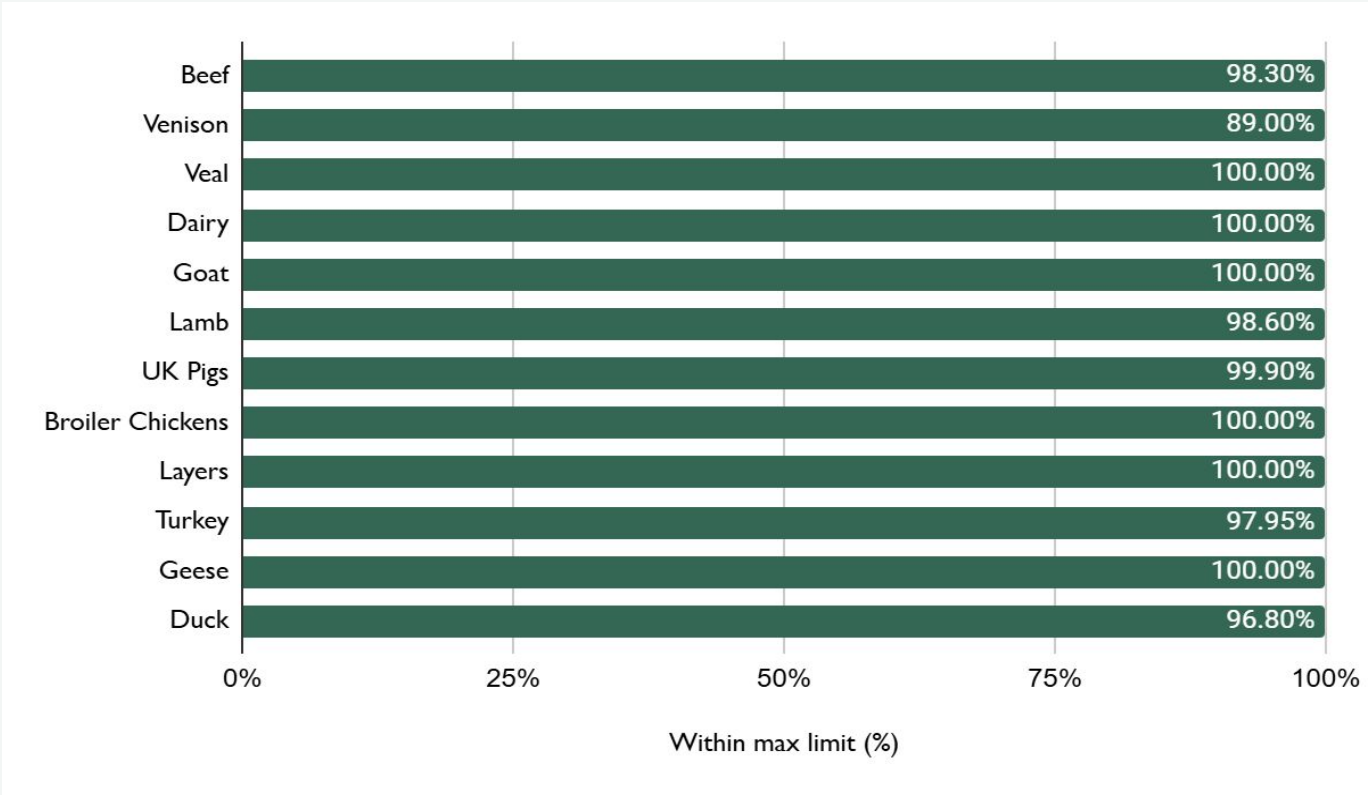
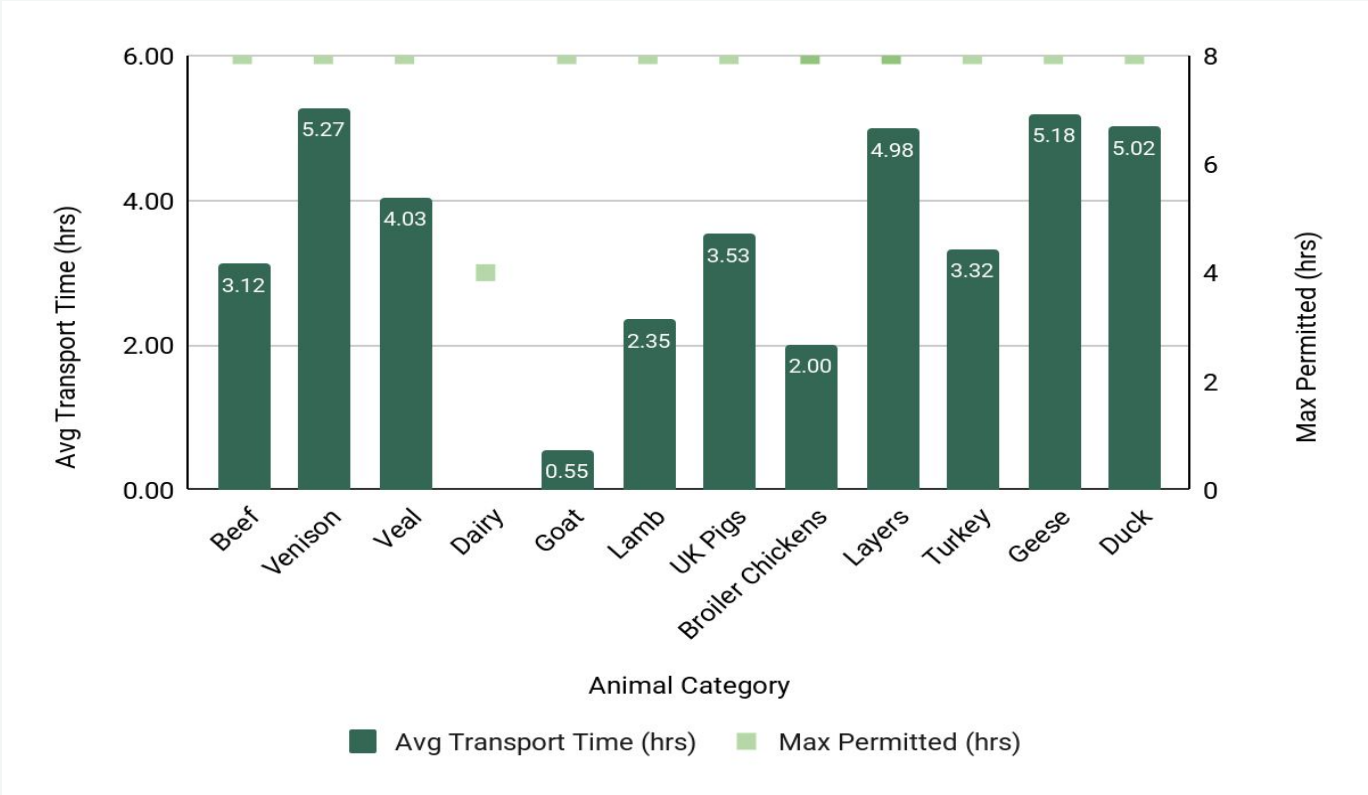
Average Mortality During Transport (Dead On Arrival)



Livestock is only transported if animals are fit to travel the journey. Ventilation is provided and altered for varying weather conditions and stocking densities are monitored and adjusted as necessary. This came to the fore in the two very hot summers of 2025 and 2026, with - for example - capabilities within abattoir lairages allowing a greater number of animals to be transported at nighttime to avoid the heat of the day. All livestock hauliers are approved and licensed by farm assurance schemes and drivers have completed animal welfare and training. All livestock are inspected by a veterinarian upon arrival at the processing plant.

We calculate that well over 85% 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.

Average Transport Times Achieved vs Maximum Permitted



Despite venison transport times generally remaining within target parameters, a small number of unavoidable traffic incidents impacted overall performance, resulting in 89% of animals being transported within the 8-hour threshold.

6.12 Pre-Slaughter Stunning

To ensure humane and welfare-friendly slaughter processes, we require that 100% of our own-brand livestock and farmed finfish are pre-slaughter stunned. All our lairages and abattoirs have monitored CCTV, and have done since 2012, to ensure the quality of animal welfare is maintained throughout the facility. Although rare, we think it very important to monitor the number of animals that require a second stun, where the first stun has been ineffective. Our policies and commitment to humane slaughter processes ensures our incidence of second stunning is significantly below industry levels.

Our own-brand meat suppliers have been involved in core development projects with industry experts, such as Dr. Temple Grandin, to improve the handling of livestock during the slaughter process. Additionally our facilities undergo an assessment and consultation by the Humane Slaughter Association to ensure our commitments to continuous improvement remains industry leading.

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 85% 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.

100% of our salmon, trout and halibut is stunned prior to kill via percussive or electrical stun before exsanguination via gill cut. 100% of our seabass is electrically stunned cage side before being immersed in a temperature controlled ice slurry.





7.0 Species Specific

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7.1 Ruminant livestock

Beef

100% of our beef cattle are reared to have more space than the industry average and none (0%) are reared in concentrated animal feeding operations (CAFOs) or feedlots. Due to our long standing policies and our relationships with our dedicated farmers rearing to our higher welfare standards, 100% of our beef is group housed from calves to finishing.

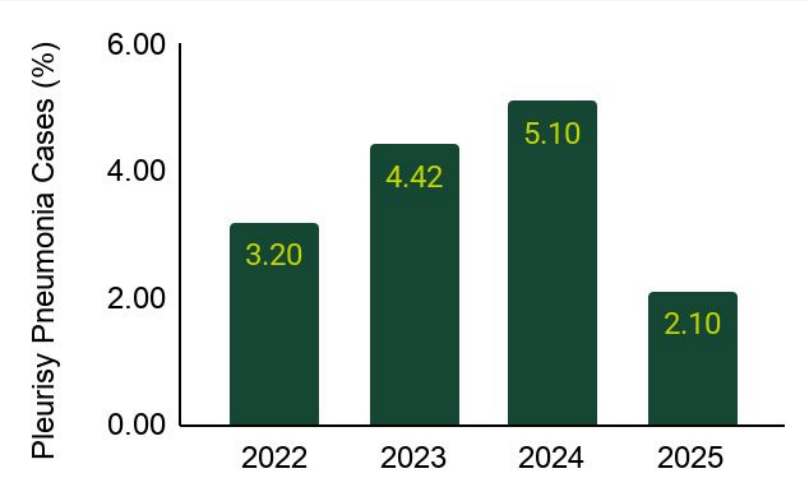
100% of our fresh, frozen and ingredient beef is British, our farmers ensure the highest standards of husbandry and welfare to ensure stress-free and healthy animals. Waitrose organic beef is certified to Soil Association or Organic Farmers & Growers standards. During spring and summer, our cattle are 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.

50% of beef cattle processed for Waitrose are free from dehorning or disbudding*. Of these, 40% are naturally polled and 10% have horns that do not protrude past their ears so do not pose a risk in the abattoir. Of the remaining 50% of cattle, 23% are dehorned and 27% are disbudded, all within strict guidelines that includes use of anesthetic. Aberdeen-Angus is the most prominently used breed within the Waitrose beef supply chain. The Aberdeen-Angus is an easy calving breed that reduces the risk of dystocia in breeding females, and also commonly throws polled calves that do not need disbudding or dehorning.

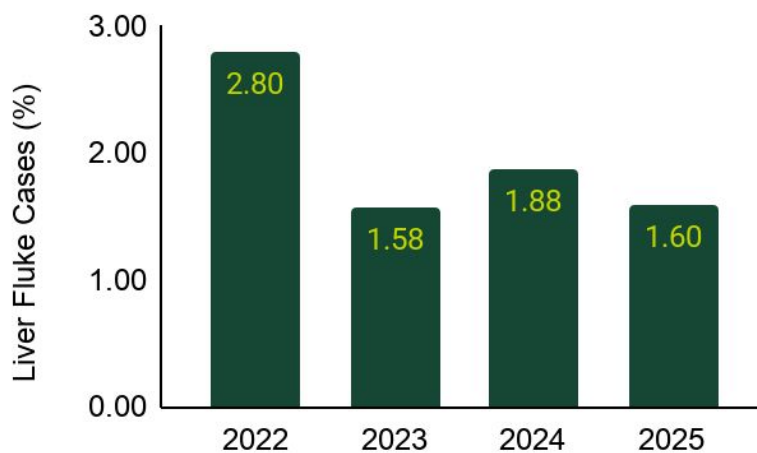
Our abattoirs are regularly inspected in order to consistently meet approval standards by certifiers such as RSPCA Assured and Soil Association. Our slaughter facilities were purpose built to ensure a quiet and stress free environment, drawing on the concepts and advice of leading animal behaviourist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

Metrics such as cleanliness, liver fluke and pneumonia are recorded and assessed in the abattoir. All data is fed back to producers to ensure improvement. Weather and seasonality are key factors influencing these three measures.

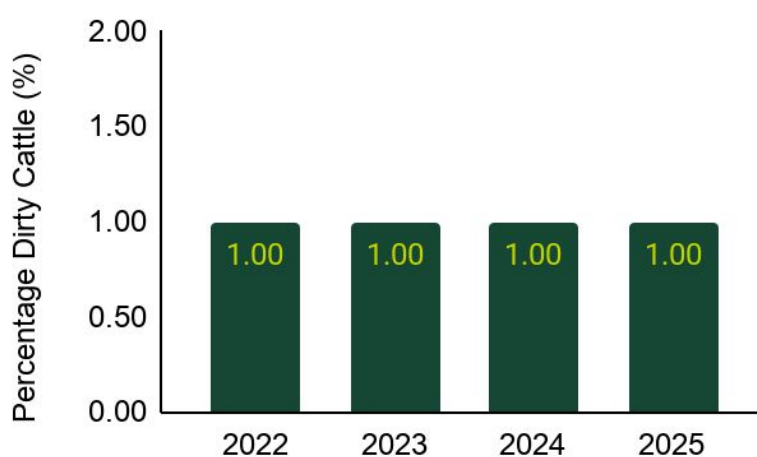
Pleurisy Pneumonia cases are recorded and assessed in the abattoir. Significant decrease (-3%) observed in 2025



Active Liver Fluke cases
observed in the abattoir



All cattle are assessed upon arrival
and any incidences of dirty cattle
recorded to provide us with a
Cattle Cleanliness (% Dirty)
record



*The supplier has improved the reporting metrics for dehorning and disbudding, which has contributed to the difference between the 2025 and 2024 figures.

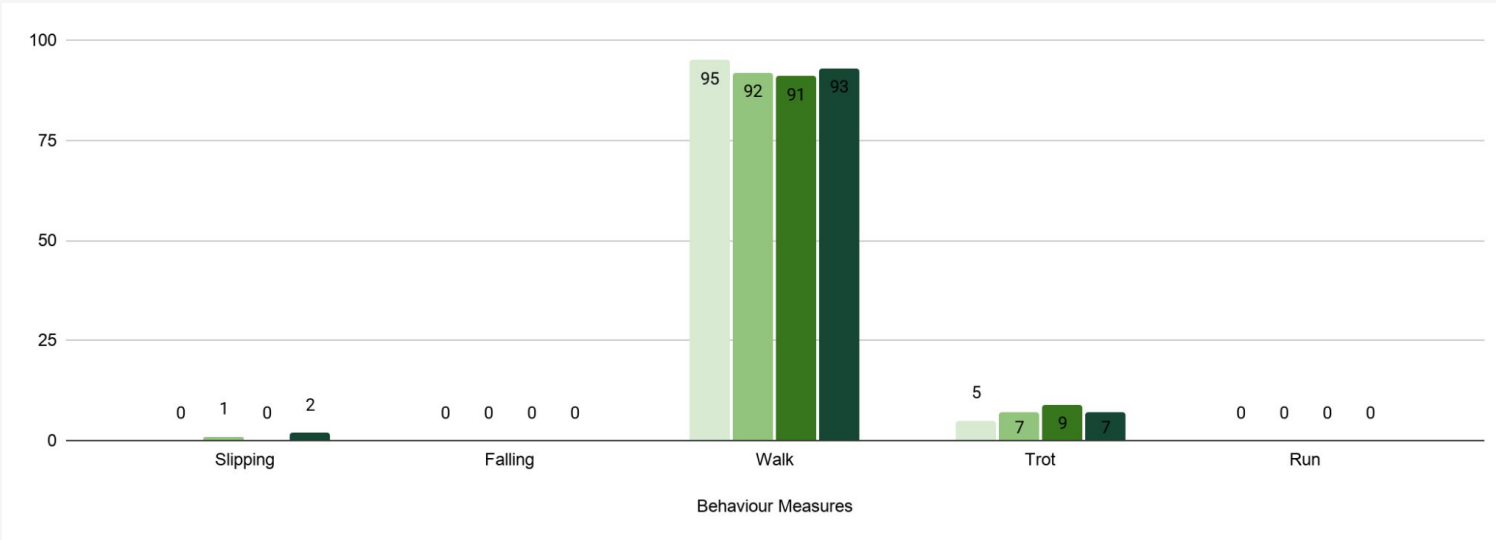


Veal

Waitrose & Partners pioneered the sale of UK-produced higher welfare veal. We have worked with one dedicated veal supplier for more than 30 years. 100% of our veal calves are reared in social groups in large, airy barns bedded with deep straw with lots of room and 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 bales and calf brushes for scratching.

The export of veal calves is prohibited. Veal calves are transported to the abattoir by one dedicated, approved haulier. The maximum permitted transport time is six hours but the distance from the single farm to the processing facility means this maximum was exceeded on no occasion (0%) in the reporting year. 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. Waitrose higher welfare slaughter requirements apply and the facility operates a detailed animal welfare policy with veal calf specialist training given to operatives.

Veal Behaviour Measures



The graph shows veal behaviour and trends on arrival at our abattoir. Veal animals are kept in the same group from the farm to the point of kill, to reduce stress, and are processed separately to beef animals due to adjustments needing to be made for their size.

Lamb

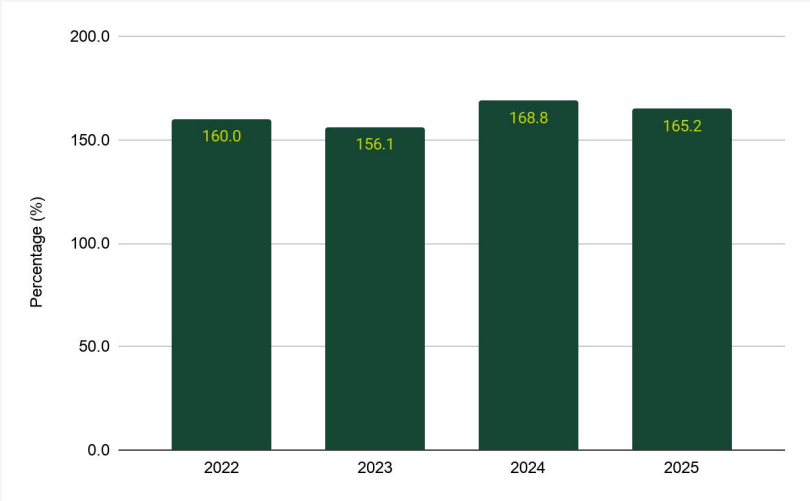
100% of Waitrose lamb is British sourced, making us the only retailer to achieve this across fresh, frozen and ingredients. On that farm, lambs stay with their mothers from birth until weaning and, at finishing stage lambs, stay together as a group in fields. Their diet is primarily grass and forage, however supplementary feeding of other natural options is permitted if grass is in short supply. All Waitrose Duchy lamb is certified to Soil Association or Organic Farmers & Grower standards.

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. All our abattoirs focus on creating a stress-free environment with Waitrose specific protocols in place, such as low stocking densities in the lairage.

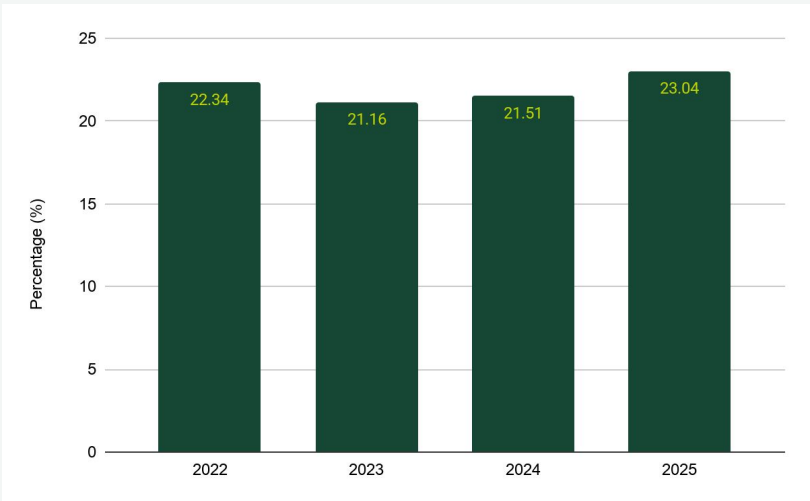
Lambing percentage is the figure used to show the number of lambs born per 100 ewes mated, and this can vary from year to year. Weather, temperature fluctuation and nutrition can all impact on the number of lambs that are born. Replacement rate in a flock is an indicator of the number of female animals that are being brought in every year as a proportion of the entire breeding flock. A good target is between 15-25%. This figure can be an indicator of the farms policy to ensure youngstock is brought into the flock.

Lambing Percentage (%)

Lamb mortality decreased by 0.9% YOY in 2025 due to favourable weather in Spring 2024.



Flock Replacement Rate (%)



Venison

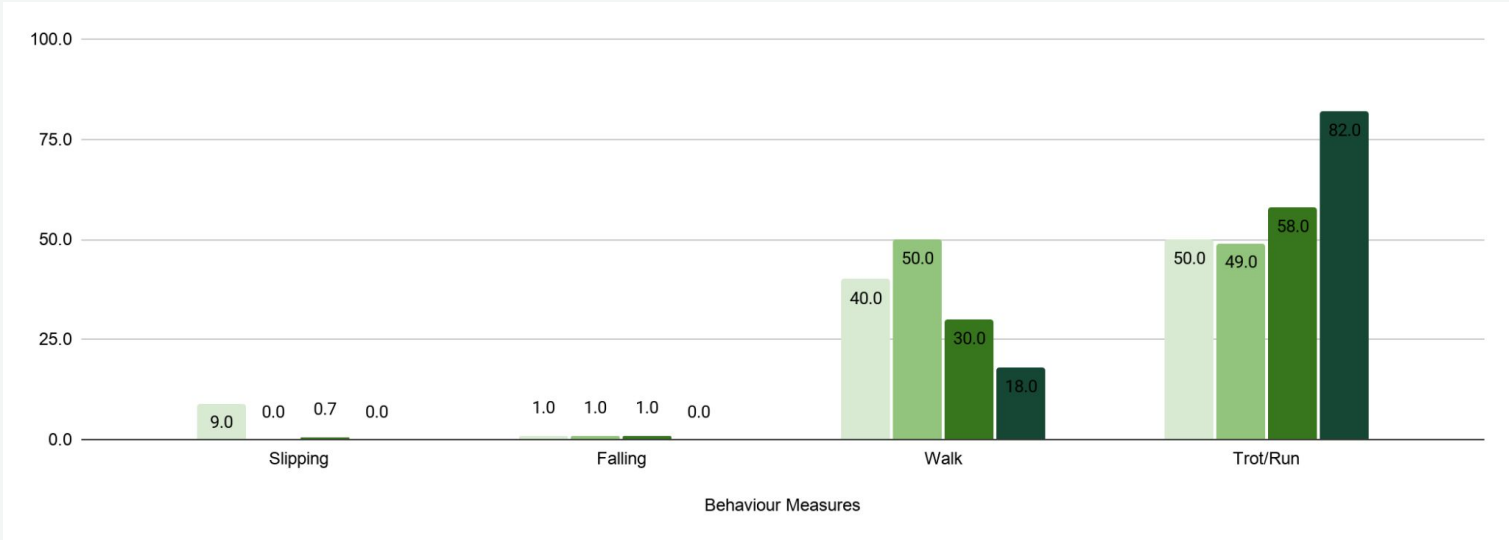
All Waitrose deer are sourced from specially selected farms and parks in the UK. Farmed deer may be brought into straw bedded barns during harsh winter weather, but park deer are not housed at any point. Our deer are fed a natural forage-based diet of grazed grass or clover-enriched swards. All Waitrose deer are certified to the British Deer Farms & Parks Assurance to ensure the highest standards of welfare and management across the UK.

All our park deer are shot using non-lead rifle ammunition, gralloched by trained operatives within a one-hour window to ensure food hygiene, and then transported to our abattoir for further processing. All farmed deer are transported live directly to the abattoir by hauliers trained in animal welfare and handling.

Our farmed deer are slaughtered at a purpose-built, bespoke facility that allows deer to express natural behaviour in an environment designed to reduce stress. All staff members handling deer at the abattoir are also specialists trained in deer handling methods. Our bespoke slaughter facilities are approved by both the Humane Slaughter Association and Dr 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. The graph below shows the behaviour and activity trends in deer on arrival at our abattoir. Movement such as walking, trotting and running is a good indicator of behaviour, and welfare.

Venison Behaviour Measures

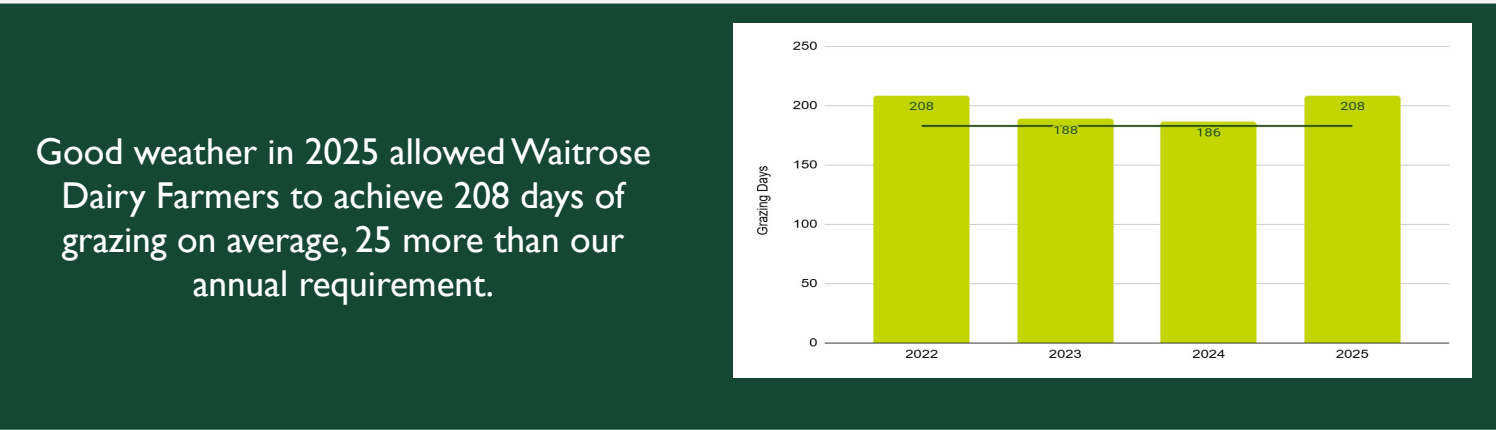


Behavioural measures have recently been adapted for deer, due to their flighty nature. They are now focused on walking vs non-walking as the different between trotting and running for deer is very subjective in the lairage environment.

Dairy Cows

100% of liquid milk and fresh cream* supplied to Waitrose & Partners is from British cows managed by farmers in the dedicated Waitrose Dairy Farmer milk scheme. We are the only supermarket to pledge that all cows in our milk scheme spend a minimum of half of the year (183 days) grazing in fields. However, in practice, our dairy cows graze outdoors for far longer. In 2025 the Waitrose Dairy Farmers group achieved an average of 208 grazing days, up from 186 in 2024.

Our farm grazing plans are regularly reviewed by grassland experts. Enrichment such as cow brushes are provided to adult milking stock. We do not permit tethering or tail docking of cows within our UK liquid milk supply chain. All herds in the scheme used sexed semen to reduce the number of surplus dairy bulls; any males that born are reared for beef and not permitted to be shot at birth, sold in an auction market or sold to an unknown destination



Our Waitrose Milk Scheme incorporates 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. 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, certified to Soil Association standards, comes from cows that graze outdoors and 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 lower stocking densities. 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.

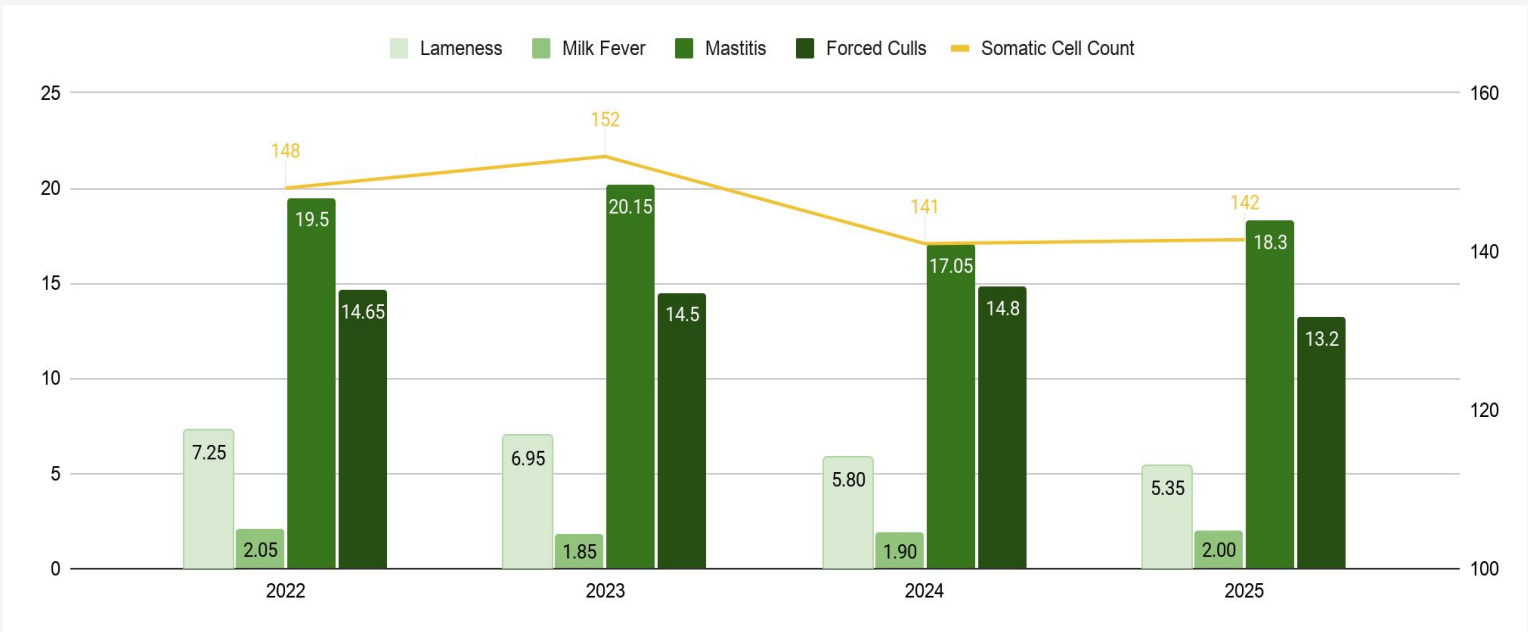
For the wider Waitrose dairy supply chain, incorporating cheese, yoghurt, butter, ice cream, custard, dairy drinks, hot eating and Christmas cream - using cow, goat and sheep milk - 92.7% of volume comes from the UK using UK milk**. 100% of these are free from tail docking and tethering, as are the majority of dairy systems outside the UK.

*Excludes Christmas cream.

**Figure based on 2024 volume sales data and Waitrose Product Pathway ingredient composition data.

We have made significant progress in mapping our global (non-UK) dairy supply chains and have more visibility than ever before, including accurate figures around it contributing to 7.3% of our total dairy volume. We estimate that more than 90% of cattle in these supply chains are free from tail docking and tethering, but acknowledge that supply chains where milk is pooled 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.

UK Dairy Cow Welfare Measures



Dairy Goats

Our UK goat herds operate to bespoke Waitrose protocols which go beyond the requirement of the Red Tractor Assurance Scheme and promote higher welfare standards. Our goat milk is sourced from a small pool of farmers sharing specialist knowledge. Goats are housed in large airy barns and bedded on fresh straw 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 reared in specialist nursery units with group housing to ensure social enrichment. All billy goats (male) born into our milk herds are reared for meat.

Transport of spent dairy goats is no more than four hours. Culled stock are 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. Goats are pre-stunned prior to slaughter.



7.2 Monogastric livestock

Pigs (UK)

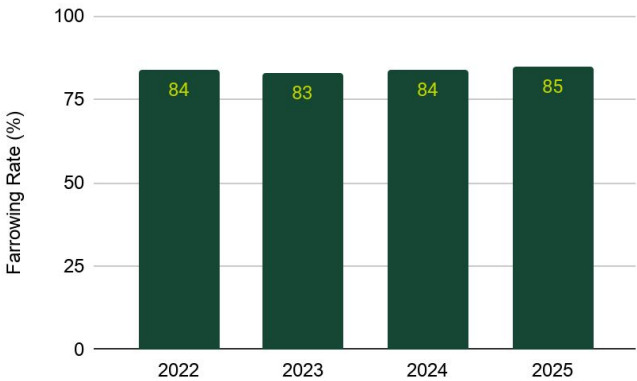
All Waitrose & Partners fresh pork, sausages, bacon, ham and gammon is British, sourced from pigs that are outdoor bred, free range or organic. Pigs that supply our essential and mid-tier range pork are born outdoors and we never use farrowing crates or sow stalls. Waitrose are 100% Free From farrowing crates and sow stalls. Our standards apply for fresh, frozen and ingredient UK pig meat. Waitrose are currently 100% Free Range across all fresh pork and will be 100% Free Range across all Waitrose pork by the end of 2027.

Weaned pigs are finished indoors in straw bedded, light and airy buildings. None of our supplier farms use slatted floors. All our supplying farms have a lower stocking density than the pig industry and RSPCA standards. All of our sows are free from confinement, including gestation crates, sow stalls and farrowing crates. Our pigs spend the majority of their lives in our outdoor breeding systems. We are committed to eradicating the need for any veterinary mutilation of our pigs.

Our free range 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 rearing their litter. Our finishing pigs are reared 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 permitted under the free range system.

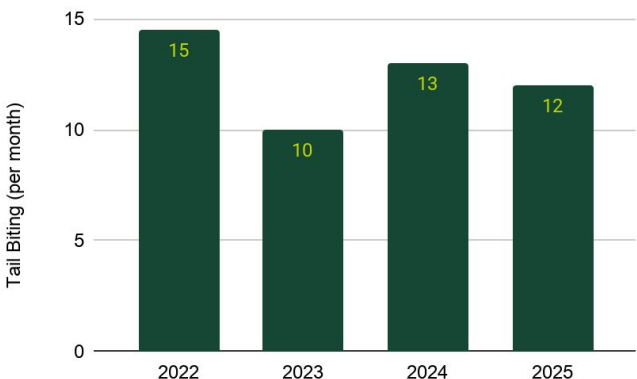
Farrowing Rate (%)

The high standards of animal welfare contribute to an efficient farrowing rate of 85%.



Tail Biting

Low tail biting correlates to a happy, stress free environment



Our organic pigs experience the same high welfare standards as free range pigs above, in addition the pigs are reared to Soil Association organic standards. With our Autumn 2025 move to primary free range pork, alongside the delivery of our higher welfare continental charcuterie supply chain, we have calculated that 67% of the pigs in Waitrose supply chains are free from tail docking (though we imagine the number to be higher and will continue to rise next year)/

All our pigs are transported directly to the abattoir and no journey lasts longer than five hours with the average being 3 hours 32 minutes. 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 pigs are moved in social groups.

Our higher welfare UK pig supply accounts for approximately 91.7% of our total pork supply.



Pigs (Continental Charcuterie)

The use of authentic ingredients is very important to our customers and this is especially true with all our authentic continental charcuterie including Spanish chorizo, German salami, Italian Parma Ham and prosciutto. As of August 2025, all of Waitrose continental charcuterie meets our higher welfare standards - an industry first! Our continental pig suppliers have collaborated and improved their systems to meet the commitments of our Good Pig Award, Cage Free Award and Good Sow Commendation, including freedom from mutilation and gestation crates. This is to ensure all animals we source are from farms where the Good Life principles play a key role in management philosophy and practice.

Our continental pig meat supplier The Compleat Food Group is a leader in this space; having developed the first pan-European welfare standard, the European Farm Partnership (EFP) pig module, accredited by UKAS. The EFP pig module is the only accredited standard of its kind for Europe and ensures higher welfare systems across 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.

All of our continental pigs are assured to EFP Silver or Gold criteria. Our standards ensure the monitoring and improvement of health and welfare factors, such as free farrowing, increased space and a stimulating environment, with straw bedding and toys, as well as antibiotic usage and medicine, feed, veterinary procedures, biosecurity and pest management.

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 the Good Pig Award, and Spanish producer, Marcos, the Good Sow Commendation.



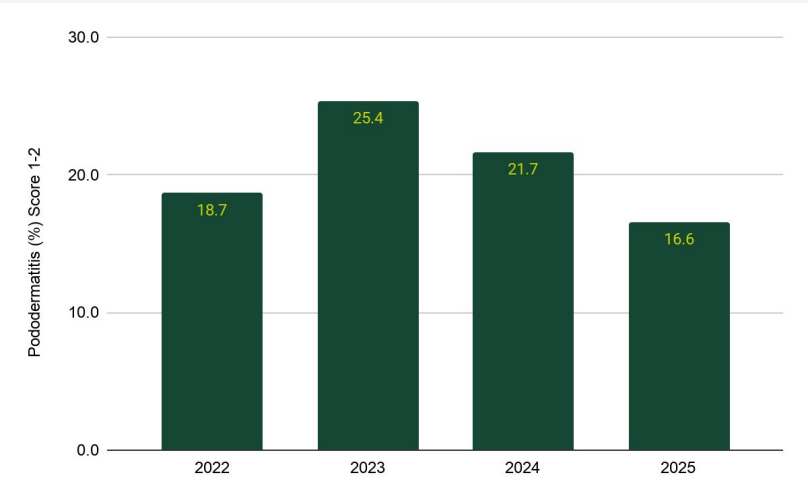
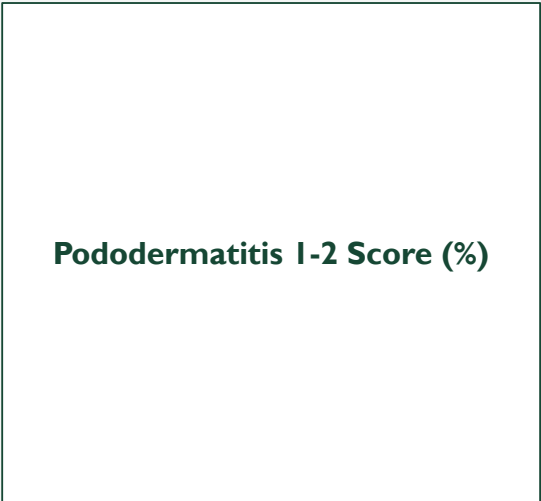
Broiler Chickens

Our slower growing birds are reared in houses that provide more natural daylight and space compared with a conventional poultry unit. Waitrose chickens 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 specially designed A frame perches with “platform perching” across all houses.

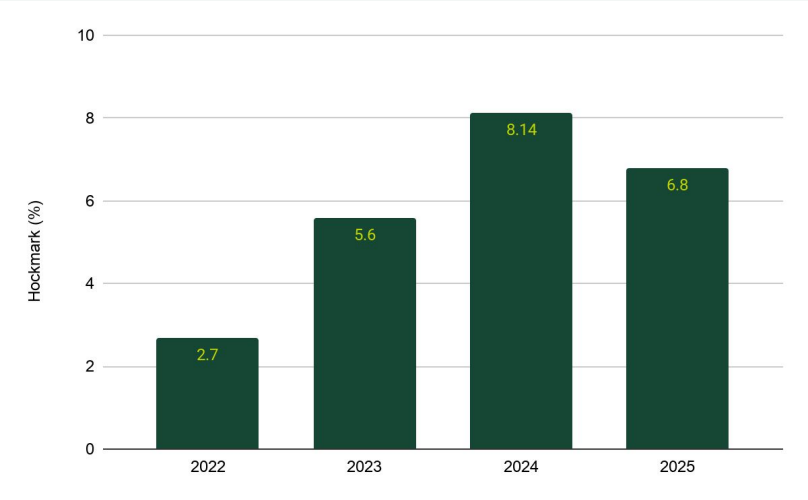
Our free range chicken is truly free range. Birds are given plenty of room to roam outside, while being housed in airy, well-lit sheds. These birds are housed at lower stocking densities (27.5kg/m2). They have around 1m2 (per bird) of outdoor space. Outdoor range enrichment is provided by hedgerows and trees covering 20% of the range to further encourage natural behaviours. Waitrose organic chickens are reared to the same standards as our free range farms, as well as meeting additional organic requirements. With the lowest stocking density of all, our organic chickens have around 4m2 (per bird) of outdoor space, spending half of their life outdoors. Our houses are bedded with clean chopped straw or wood shavings which are refreshed regularly and fresh water and feed is available at all times. Our organic and free range chicken producers have planted over 70,000 trees to provide the ideal environment for our chickens to roam.

Waitrose chicken farms allow a maximum of five sheds per farm and our indoor flock sizes are capped at 28,000 birds. Birds are transported for a maximum of eight hours. In 2025, we successfully achieved this for 100% of our chickens, with the average transport time restricted to just two hours

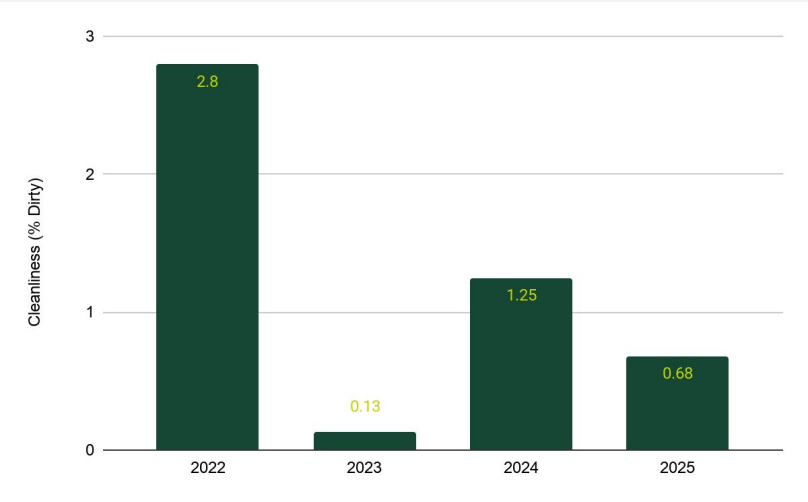
A change in house management system to hot water heating continues to improve key welfare indicators such as pododermatitis and hock marking, which can be caused by poor litter conditions. Cleanliness is a score of feather cleanliness on arrival to the factory. Thanks to diligent bird management and consistent litter maintenance, breast blisters remain rare; while recorded at 1.89% in 2025, they had previously remained at 0% since 2021.



Hockmark (%)



Cleanliness



Better Chicken Commitment

As of August 2025, 100% of our chicken from ingredient to fresh products meets the Better Chicken Commitment standards or higher. This helps guarantee the quality of the environment in which we rear our chickens.

All of our chicken, whether fresh, frozen or ingredient (in products such as sandwiches), is from small, family owned farms that meet Better Chicken Commitment standards or higher. We allow for a maximum of five sheds per farm and our indoor flock sizes are capped at 28,000 birds.

What makes Waitrose chicken different to elsewhere is that 100% of our products containing chicken ingredients are Better Chicken Commitment or higher. We are the only UK retailer to have achieved this to date.

Waitrose already adhered to most of the requirements, and have done since 2007, including stocking density, gas stunning, light and enrichment provision. Alongside our long-term poultry supplier and research partner, Pilgrims, we led a research project into new breed requirements that has improved the welfare of our farmed chickens.

BCC Requirements

- 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



Laying Hens

All Waitrose eggs are 100% free-range, from shell eggs in cartons to ingredients in prepared foods, a standard we've held since 2009. We do not permit the use of eggs from caged or barn reared hens.

All our shell eggs are British, sourced from dedicated free-range or organic farms. Our hens enjoy the freedom to roam, dust bathe, perch, and display natural behaviors, with permanent access to food and water inside their houses.

Our own dedicated breed, the British Blacktail, for brown egg production, has been selected for its robust nature and suitability for outdoor life.

Our essential range is from a white-feathered hen, laying white eggs. This breed is chosen for its suitability to our standards and offering the lowest possible environmental impact.

Our Duchy Organic eggs are laid by organic free-range British Blacktail hens, farmed to Waitrose and Soil Association standards. This includes fresh organic pasture for each flock, a lower stocking density (limited to 2,000 birds), an organic ingredient diet, and outdoor access from 10 weeks of age.

Laying hen flocks are welfare outcome scored four times during their life across various measures assessing our Good Life criteria, focusing on proactive management and enhancement of welfare over reactive methods

We are the only major high street retailer in the UK to ensure **100% of our laying flocks are free from beak treated or trimmed**, a procedure that blunts the beak tip when the chick hatches.

End-of-lay hens are transported by an **RSPCA Assured haulier** (maximum of eight hours), inspected by a vet upon arrival, and processed at a single, RSPCA Assured audited abattoir.

Male Chicks

At Waitrose, 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 collaborated with our expert teams to assess future viability within our supply chains. We remain committed to engage with the laying industry and our dedicated egg supplier to engage in projects and create a policy to address this issue within our sourcing standards in the near future.



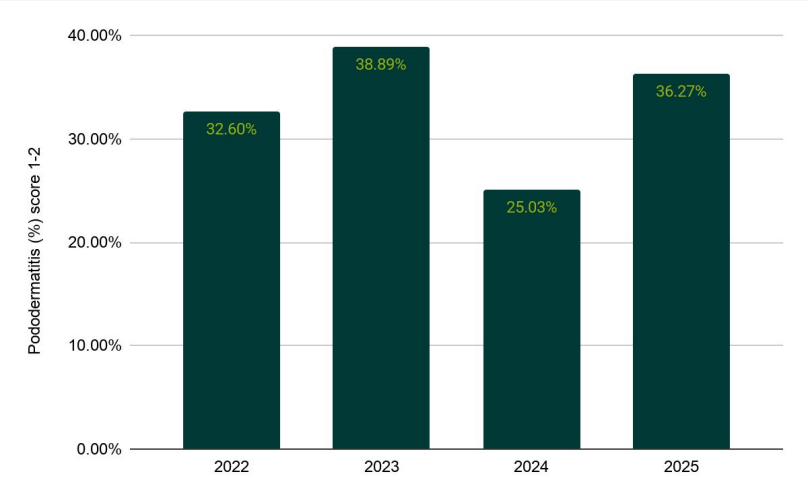
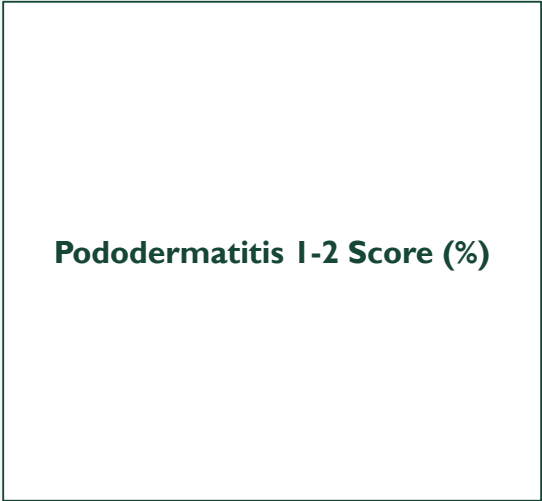
Turkey

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 and positive emotional states.

Waitrose free-range turkeys are reared 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 and woodlands are unrestricted during daytime hours or 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 organic turkeys are 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 standards. Stocking densities are very low, like our free-range birds, with plenty of environmental enrichment available.

We continue to strive for improved welfare standards in turkey production and are proud to lead the way in our year round farms. The maximum permitted transport time is eight hours, however it is on average considerably less, in 2025 it was under 4 hours.



Incidences of pododermatitis are scored in the factory, results are obtained and monitored closely by our suppliers and Waitrose agriculture managers. Birds are provided with deep bedding 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 closely.

Geese

Our geese supply chain is dedicated to Waitrose, 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 have access to shelter. 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, maize cover 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. Our higher welfare and husbandry standards cover the entire supply chain, from parent stock and hatchery all the way to reception and handling at the abattoir.

Journey times to the abattoir are less than three hours and transport is undertaken in a purpose built lorry suitable for geese. The birds are kept in small groups in a covered lairage, where waiting times are kept to a minimum to avoid stress, before gas stunning.

Duck

- All fresh duck is branded
- Pododermatitis Score 1-2: 17.76%
- Shed Stocking Rate: 17.68kg/m³ - well below Red Tractor standards of 21kg/m³ for a 3kg duck.

Game

Waitrose & Partners is the largest retailer of game in the UK. We sell prepared wood pigeon, partridge and pheasant during the winter season. We are supplied by a single game supplier, who ensures all the game sourced is from environmentally-minded British shoots and reared to the best practice standards. We monitor the shoots we source from and expect them to adhere 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 100% of the estates we buy from will be required to use lead alternatives such as steel or bismuth from winter 2020/21. As funders of the Shot Switch Study, based at Cambridge University, we continue to support the removal of lead shot from the game supply chain because of its 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 working with our supplier to address any trace of lead shot in our supply chains.



7.3 FinFish

Our bespoke Responsible Efficient Production Index (REP) is used to assess our salmon, loch trout, sea bass and bream producers. This includes a number of 'bolt-on' higher welfare indicators that go beyond certification requirements. Our welfare standards apply to 100% of fish on the farm, including cleaner fish.

REP 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. We are committed to continuous improvement in developing these methodologies.

We challenge our farms to monitor, innovate, and improve sea lice management strategies. We encourage preventative measures over remedial treatments, active participation in welfare-maximising strategies for salmon, trout, and cleaner fish, and limiting environmental impacts.

- 100% of our farmed finfish are humanely slaughtered using percussive or electrical stunning.
- Antibiotics are used only for diagnosed health issues under expert guidance, not preventatively
- We set species-specific stocking density limits for finfish:
 - Conventional farmed Salmon & Loch Trout: 15 Kg/m³ per farm or 17 Kg/m³ per pen.
 - Organic Salmon: 10Kg/m³ per pen.
 - European Seabass/ Gilthead Seabream: 12 Kg/m³
- 100% of our Atlantic salmon and Loch trout is farmed in net pens open to the natural environment. We do not source from recirculating aquaculture systems (RAS) which on-grow salmon to harvest and have no plans to do so in the near future.
- Salmon and Loch trout welfare is measured by eight indicators: eye damage; gill or operculum damage; sexual maturity; jaw deformity; body and fin deformity; wounds or lesions; scale loss; and sea lice damage.



