

# Good food

Each year, we welcome millions of guests into our restaurants, bars and pubs, serving them around **100 million meals**, making us one of the largest on-trade caterers in the UK. Our priority is to source food products of the right quality at the right price, where the quantity that we need can be guaranteed.

We want to make sure that our guests, whatever the occasion, can choose a dish that's right for them - regardless of whether they're young or old, would like a treat or want a lighter option. More and more, our guests want to know about the food they eat, to be able to make an informed choice about their meal. They trust us to help them and we do this in two ways - by being clear about what IS in our food and what is NOT in our food.

In response to changing needs and lifestyles, we also aim to ensure that our menus offer a choice of dishes that satisfy the requirements of all guests, including those looking to make changes to the amount of meat and poultry products they consume within their diets. As well as our current range of meat free meals, we have introduced dishes which include ingredients from plant-based proteins. As well as appealing to vegans and vegetarians, these plant-based options also meet the requirements of those guests looking to reduce their intake of animal protein. These dishes are available in the majority of our brands.

We have a responsibility to our guests to ensure that the food we source has been produced in a sustainable and ethical manner, taking due regard for high standards of animal welfare.

Our Sourcing Policy has been developed to ensure that the procurement of all meat, poultry and finfish used within our business is carried out in accordance with the Company's ethical standards that operate across all our brands. Working closely with our suppliers, we aim to optimise animal welfare standards to meet business needs and satisfy guest requirements. We are also looking at our welfare requirements for all wild caught fish and crustaceans used within the business.

Guest insight research we conducted, highlighted key areas of concern that matter to our guests in terms of animal welfare, environmental impact and social equity.

The Sourcing Policy sets out to address all of these issues and confirms our intentions to achieve the optimal standards possible for each of our brands. Led by a cross functional team, reporting directly to the Executive Committee, the Sourcing Policy continues to evolve and is reviewed on a regular basis, to incorporate any changes in legislation, procurement policies or business needs.

The Sourcing Policy forms an integral part of our key strategic initiative of building a more balanced business.

Our preliminary focus has been to develop our Sourcing Policy in relation to our animal welfare standards.

As a buyer of raw material and manufactured goods, Mitchells & Butlers work closely with our suppliers, to achieve compliance to these welfare standards, regardless of country of origin. As raw material is purchased in different forms and at different stages within the

production cycle, Mitchells & Butlers encourages the operation of transparent supply chains, to allow compliance to be assessed and managed from farm to fork. This is an ongoing process and progress is monitored regularly and reported on annually.

## **Our key achievements 2020/2021:**

- Mitchells & Butlers have achieved tier two position in the Business Benchmark on Farm Animal Welfare.
- Mitchells & Butlers have recorded their fourth year of welfare outcomes for chicken, turkey, duck and pigs procured as fresh proteins for our business and has introduced additional reporting for lamb, fish and beef. These results can be found within the species welfare standards, as relevant.
- Mitchells & Butlers have included their first report detailing improvements in rearing standards for cage free eggs & ingredients
- Mitchells & Butlers have completed development of a twelve-month rolling dashboard report with their key poultry supplier, to monitor agreed welfare outcomes on a monthly basis, enabling both parties to assess issues, trends and agree corrective action.
- Mitchells & Butlers have continued to develop their “Seafood Welfare and Sustainability Sourcing Policy” and are working with the Marine Conservation Society to incorporate the use of their sustainable fish index in the sourcing policies for all fresh and frozen fish.
- Mitchells & Butlers have issued their third welfare outcomes report for beef cattle reared through our own integrated supply chain. This forms the basis on which the business continues to develop and report key welfare outcomes across our entire beef supply chain. As a result of this M&B have issued the first welfare outcomes for the largest processor used in our supply chain. These will be assessed and further developed for 2022.

## **Accredited Standards**

We recognize that improving farm animal welfare is an ongoing process and to assist with measuring our progress, we continue to monitor the volume of raw material procured that already meets the welfare standards of accredited bodies, such as Red Tractor Assurance and Bord Bia.

On an annual basis Mitchells & Butlers purchase the following product from livestock reared to meet these specific welfare standards - a total purchase of approximately 10,000 tonnes of red meat and poultry ingredients.

This includes;

**100% of British and Irish beef purchased for Miller & Carter Steakhouses is either Red Tractor or Bord Bia Quality assured**

**100% of Miller & Carter and Browns Brasserie and Bar chicken breast fillets are British Farm Assured**

**100% of British and Irish beef purchased for Browns Brasserie and Bar is either Red Tractor or Bord Bia Quality assured**

**100% of British chicken purchased for Harvester, Premium Country Pubs and Browns is Red Tractor Farm assured**

**100% of British turkey purchased for Toby Carvery and Stonehouse Pizza & Carvery is Red Tractor Farm Assured**

**100% of lamb purchased for Toby Carvery is produced from free-range lamb produced under the New Zealand Farm Assurance Programme**

**100% of shell on eggs purchased for Mitchells & Butlers are produced from free range hens.**

**100% of pre prepared scrambled egg purchased by Mitchells & Butlers is produced from free range eggs and 90% of liquid egg purchased is also made from free range eggs.**

**100% of all British fresh milk purchased by Mitchells & Butlers is from dairy cows reared on Red Tractor Assured Farms**

## **Overarching Policy**

As a responsible company, Mitchells & Butlers regard the welfare of livestock as a matter of utmost importance. Within our Sourcing Policy\* we have defined our required standards, as they relate to animal welfare, which are applicable to all suppliers of beef, pork, lamb, poultry, liquid milk, shell-on eggs, egg ingredients and finfish, across all Mitchells & Butlers brands. These standards will apply to the supply of additional protein and dairy products, as the Policy develops.

As part of our Sourcing Policy we require all suppliers of meat, poultry, dairy and farmed fish products to procure material produced from livestock reared in accordance with the Five Freedoms, as developed by the Farm Animal Welfare Council, regardless of country of origin.

This includes;

- **Freedom from Hunger and Thirst** - by providing ready access to fresh water and a diet to maintain full health and vigour.
- **Freedom from Discomfort** - by providing an appropriate environment including shelter and a comfortable resting area.

- **Freedom from Pain, Injury or Disease** - by prevention or rapid diagnosis and treatment.
- **Freedom to Express Normal Behaviour** - by providing sufficient space, proper facilities and company of the animal's own kind.
- **Freedom from Fear and Distress** - by ensuring conditions and treatment which avoid mental suffering.

As a minimum, all red meat, poultry, dairy and farmed fish purchased by Mitchells & Butlers originates from animals reared to meet the legal standards required on animal welfare, as operate in the source country.

Where appropriate and commercially viable, we work with accredited bodies, such as Red Tractor Assurance and Bord Bia, to procure meat and poultry products that// meet their exacting higher welfare standards. Our global suppliers are required to comply with recognised EU and global animal welfare standards and are audited accordingly.

\*The Sourcing Policy listed applies to all Mitchells & Butlers' UK operated businesses. Mitchells & Butlers ALEX sites operated in Germany are excluded, unless otherwise stated, as they have responsibility for managing their own supply chain and therefore have their own stringent sourcing policies

## Scope

The Mitchells & Butlers animal welfare policy covers the core proteins purchased by our brands, regardless of country of origin. This includes all meat produced from chickens, turkeys, ducks, cattle, pigs and sheep, as well as the production of liquid milk, shell on eggs and egg ingredients. We are also progressing our policy on animal welfare to farmed fish including fish health and welfare, pre-slaughter stunning and sustainable supplies. This will be published in the spring of 2022.

Our Sourcing Policy has been created to address some of our guest's key concerns on animal welfare, which includes issues relating to close confinement, the humane slaughter of animals, traceability back to farm, adherence to the Five Freedoms and sustainable fishing. Mitchells & Butlers require all suppliers to comply with EU and UK animal welfare legislation including statutory livestock codes of practice as a minimum and as relate to specific animal welfare standards for each species.

We are currently in the process of setting performance targets that enable us to ensure products are produced to meet optimal welfare standards across all geographic regions and for all brands, and our progress against these targets forms part of our future reporting process.

# General Policies Applicable to All Species

As part of our Sourcing Policy, there are several welfare standards that apply to all proteins, including beef, pork, lamb, chicken, turkey, duck and fish.

These are as follows;

## Genetically Modified and Cloned Animals

- In accordance with Mitchells & Butlers Technical Policy on genetically modified organisms, it is Mitchells & Butlers policy not to purchase any red meat, poultry or fish products that contain genetically modified organisms, or to procure meat, poultry, or fish from genetically modified animals of all species in the supply of products to our business.
- Mitchells & Butlers prohibit the use of genetically engineered or cloned animals of all species in the supply of products to our business and do not sell products made from cloned animals. This includes all proteins procured by Mitchells & Butlers ALEX sites, as operate in Germany.

## Growth Promoters

- The use of growth promoters is not permitted in the production of livestock used to produce meat, poultry and farmed fish for Mitchells & Butlers. This includes the use of any antibiotic growth promoters, or hormone growth promoters. This Policy includes all proteins procured by Mitchells & Butlers ALEX sites, as operate in Germany.

## Slaughter Policy

Mitchells & Butlers require consideration of the welfare of livestock throughout the lifetime of the animal, including the whole process of slaughter. This includes the handling of all species of livestock through loading for slaughter, transport to the abattoir, arrival at the abattoir and unloading, the movement of the animal through the lairage and handling, through to the application of slaughter method.

Mitchells & Butlers recognise a slaughter method is only humane if the animal dies without pain or distress and therefore require all animals in our supply chain, regardless of origin, to be effectively stunned prior to slaughter. The process of stunning must render the animal insensible and unable to experience pain or stress. The process of stunning should either ensure that an animal cannot regain consciousness, or is quickly followed by a second process that kills the animal before it can recover consciousness.

- Abattoirs managed / used by suppliers to Mitchells & Butlers, are required to comply with Council Regulation (EC) No. 1099/2009 on the protection of animals at the time of killing and any provisions made under this Regulation - including WATOK (England) Regulations 2015 - as apply within each European Union country. This Regulation also applies for exporters of meat into the EU from non-EU countries.

- Mitchells & Butlers require abattoirs to effectively manage and monitor their systems, including following standard operating procedures (SOPs) to ensure a standardised slaughter process and to hold detailed contingency plans for breakdowns on the line and other emergencies, including appropriate procedures for dealing with casualty animals.

This includes procedures for the following actions;

- unloading animals
- keeping animals in holding pens and fields (lairage)
- moving and handling animals
- restraining animals
- stunning and killing animals
- monitoring the stunning of animals
- religious slaughter (pre stun)
- animal welfare officer (AWO) role and responsibilities
- Animal handling and stunning equipment must be maintained to a high standard and equipment tested regularly to ensure effective working order, with records kept to substantiate that maintenance checks are in place.
- In the instance of equipment failing, there must be back-up stunning equipment immediately accessible at the point of stunning and slaughter.

Records must be maintained to monitor how many secondary stuns are occurring, These records should include;

- Date / time of stun (am/pm)
- The reason for failure (e.g. misfire / skull too thick / gun failure / electricity failure / probe failure)
- Reporting of gun or probe failure
- Action taken to rectify the issue
- Operator reporting the issues
- The time interval between stunning and bleeding (the “stun-to-stick interval”) should always be kept as short as possible to minimise the risk of animals recovering consciousness before death occurs. The maximum stun-to-stick time for cattle is 60 seconds and for all other species is 15 seconds

Records should be made available to show that “stun-to-stick” times have been checked on a weekly basis.

These records should include;

- ID number of animal (ear tag / kill number)
- Species of animal
- Time in seconds from stun to stick
- Repeat stun required
- Reason for repeat stun
- Clean cuts

- All staff involved in the slaughter process should have effective and necessary training for them to undertake their role, with Codes of Conduct in place where required and available for checking upon request.

Ideally this should include a designated member(s) of staff to be in the abattoir who is responsible for animal welfare, ensuring SOPs are followed, guaranteeing that remedial action is taken in the instance of non-compliance, reporting on non-compliance and monitoring operations.

- Mitchells & Butlers are working with their suppliers to ensure supplying abattoirs further improve the effective measurement and proactive management of welfare outcomes at slaughter. This includes working with our suppliers to agree suitable welfare outcomes, to collate data regarding the welfare of animals on arrival at the abattoir and through the lairage, the effectiveness of pre slaughter stunning and the measurement of the proportion of animals that require a second stun.
- With regards to farmed finfish, the current status on pre slaughter stunning is detailed below;

○ Fresh Trout	100% Pre slaughter stunned
○ Fresh River Cobbler	100% Pre slaughter stunned
○ Fresh Atlantic Salmon	100% Pre slaughter stunned
○ Fresh Seabass	100% Pre slaughter stunned
○ Fresh Halibut	100% pre slaughter stunned

By working closely with our suppliers, we aim to increase the number of farmed finfish stunned prior to slaughter, from all countries of origin.

## Transport Policy

Mitchells & Butlers are committed to ensuring the welfare of animals during transportation at all times. By working with our suppliers, we are committed to minimising live transportation times and to achieving a maximum journey time of 8 hours, ensuring that long distant transport is avoided.

Mitchells & Butlers required journey times are defined in further detail within each of the specie specific policy statements.

We require that;

- Animals deemed too sick or injured to travel are culled by qualified personnel, prior to leaving farm
- Drivers must be adequately trained
- All vehicles used to transport animals between farms and/or from farm to slaughter are fit for purpose and well maintained, including the use of non-slip floors and well-maintained loading ramps

- During loading, unloading and handling, sympathetic handling will be adopted at all times. There will be no use of electric goads to move animals
- Vehicles will not be over-crowded and animals will be transported in conditions guaranteed not to cause injury or unnecessary suffering
- The journey time for all animals being transported does not exceed 8 hours. We are working with our suppliers to improve on this across all sources.
  - *Broiler chickens* – the time from first the bird loaded to the last bird slaughtered does not exceed 8 hours.
  - *Turkey* – the time from the first bird loaded to the last bird slaughtered should not exceed 10 hours. We are further tightening targets and clarifying welfare outcomes to monitor and further reduce this for the coming year. This is further covered in the Welfare Outcomes section. Live journey times do not exceed 5 hours.
  - *Ducks* – the time from the first bird loaded to the last bird slaughtered does not exceed 4 hours.
  - *Beef Cattle* – the maximum journey time from the first animal loaded to the last animal unloaded does not exceed 8 hours. With regards to Mitchells & Butlers ALEX sites, live transportation times for cattle are in line with European legislation and do not exceed 8 hours. Mitchells & Butlers are working with suppliers in specific geographic regions to work towards a satisfactory outcome, where the 8-hour requirement may currently be a challenge to achieve.
  - *Dairy Cattle* – the maximum journey time does not exceed 8 hours
  - *Sheep and Lambs* – the maximum journey time does not exceed 8 hours.
  - *Pigs* – the maximum time from the first animal loaded to the last animal unloaded does not exceed 8 hours.
  - *Farmed Fish* – the maximum journey time does not exceed 7 hours.

## Antibiotic Usage

Mitchells & Butlers recognise that farmers have a responsibility for the health and welfare of the animals on their farm. This is a joint responsibility with their veterinary surgeon, to ensure the correct and appropriate use of antimicrobials, including antibiotics, to maintain animal health.

We also recognise that farmers and stock-keepers can play a major role in ensuring the responsible use of antibiotics and other antimicrobials on farms by following appropriate guidelines, such as those included in most farm assurance schemes and also by following guidelines set out by the Responsible Use of Medicines in Agriculture alliance (RUMA). In alignment with the principles set out by RUMA, Mitchells & Butlers require supplying farmers and producers to only administer antibiotics under professional veterinary supervision and guidance.

By encouraging the adoption of enhanced levels of biosecurity and animal husbandry to reduce risk of disease challenges, Mitchells & Butlers prohibit the routine prophylactic use of antibiotics across all species used in supply to our business.



This policy includes all proteins procured by Mitchells & Butlers ALEX sites, as operate in Germany.

Where appropriate, Mitchells & Butlers actively encourage producers to assess alternative options to antibiotics, such as the use of probiotics, to assist in the promotion of good health and increase resistance to disease.

Further information on the responsible use of medicines in agriculture can be found here <http://www.ruma.org.uk/>

## Close Confinement

Mitchells & Butlers believe that livestock should be free from any close confinement that restricts an animal from displaying normal behaviour and from having sufficient space to move. We are working with all our suppliers towards achieving this goal. This includes addressing specific practices in global livestock production and fish farming as detailed below. Some of these procedures have already been removed from our husbandry practices, whilst others are under review.

- The use of sow stalls and farrowing crates in pig production
- The use of concentrated animal feeding operations and feedlots
- The use of battery cages for laying hens.  
*Mitchells & Butlers only procure free range shell on eggs and have continued to increase the volume of free range prepared eggs products procured annually. We are working towards achieving the procurement of all egg ingredients from eggs produced by cage free hens by the end of 2025*
- High stocking densities for finfish and close confinement of solitary finfish species
- The use of tethering in dairy cattle. Welfare outcomes are being assessed and will be reviewed in the autumn of 2021.

We are in the process of defining targets to avoid the close confinement of livestock reared to supply Mitchells & Butlers and further information on our current standards are detailed in the specie specific Welfare Statements.

Mitchells & Butlers also promote the practice of environmental enrichment, where relevant, to provide suitable enrichment for laying hens, broilers, turkeys and ducks. For example, 100% of our British chickens have access to bales and perches.

## Routine Mutilations

Mitchells & Butlers believe that where possible, livestock should be free from mutilation and are working with all our suppliers towards achieving this goal. This includes addressing specific practices in global livestock production and fish farming as detailed below. Some of

these procedures have already been removed from our husbandry practices, whilst others are under review.

- Tail docking and teeth clipping in pigs
- Tail docking in Dairy Cattle – at least 89% of dairy cows used in production of dairy products are free from routine tail docking. This is a significant improvement on or previous position. [Data may be found here](#)
- Tail docking in sheep and lambs – routine tail docking is not permitted in our lamb supply. Less than 0.3% of supply is subject to docking due to emergency situation and by standard written derogation only.
- Beak trimming in laying hens, broiler chickens and turkeys, unless to eliminate feather pecking  
*None of our British chickens are subjected to routine surgical interventions, which includes beak trimming*
- Disbudding in dairy calves
- Castration of male cattle for beef production, as necessary
- The practice of fin clipping in farmed fish  
*As part of Mitchells & Butlers Seafood Welfare and Sustainability Policy, no farmed fish supplied to Mitchells & Butlers are subject to fin clipping, nor are any eggs subject to heat treatment to induce triploidy.*

Further information on our current standards relating to mutilations are detailed in the specie specific Welfare Statements

## General Policies Applicable to Poultry

### Avian Flu

Mitchells & Butlers prohibit the use of poultry from poultry farms where birds are suspected of having contracted Avian Flu and have been placed under quarantine by the local government.

Relevant licenses must be obtained from Government appointed veterinary surgeons to allow birds from farms within the protection and surveillance zones around infected farms to move direct to slaughter, before the poultry meat can be used within our business.

### Campylobacter

Mitchells & Butlers are working with all their poultry suppliers to manage and reduce the levels of Campylobacter present in raw chicken. This forms a combination of actions including increased biosecurity on farm and processing interventions.

# Implementation and Management

## Approved Suppliers Database

To enable us to assist our suppliers with the implementation of our animal welfare policies, all suppliers are required to provide data on a biannual basis outlining the country of origin of all proteins purchased, including shell on eggs and egg ingredients that are used to supply the Mitchells & Butlers estate. This includes the name of the companies and/or abattoirs purchased from, the volume of raw material purchased annually and the proportion of product purchased under a named farm assurance and/or welfare accreditation scheme.

This data forms part of a sourcing database managed by the Food Purchasing Department.

Any changes to the source of proteins purchased for use within the Mitchells & Butlers estate must be communicated to the relevant Purchasing Manager in the first instance, prior to making any change. This will allow for the database to be updated and ensure its integrity is maintained.

Since May 2019, all practices relating to the Craft Guild of Chefs “Masters of Steak” accreditation as applicable to selected Miller & Carter steaks, are controlled by a supporting technical protocol outlining all requirements from farm to fork, including cattle selection and welfare.

We continue to work with our suppliers to identify any areas of non-compliance against the welfare standards and agree actions to rectify this in a timely manner. We will also work with them to set up and measure the agreed welfare outcomes, both within their own production systems and within those of their suppliers, to assist Mitchells & Butlers with future data requirements.

## Implementation Process

Due to the complexity of the product portfolio supplied to Mitchells & Butlers, each ingredient purchased, which forms part of a menu dish, has been placed into one of three categories. Definitions of each product category are provided in the table below. Priority in establishing compliance to welfare standards and implementing welfare outcomes, including the measurement of these outcomes, has been given to the protein sources for category 1 products, where animal protein is the sole part of the ingredient, or constitutes a significant proportion of the ingredient's components.

As such we are working closely with the suppliers of these products, across all geographical locations. We will continue to report on our progress as we roll out these outcome measurements to suppliers of ingredients across all three product categories.

<b>Category 1 Ingredients</b>	<b>Category 2 Ingredients</b>	<b>Category 3 Ingredients</b>
Animal or fish protein is the sole, or core, part of the ingredient purchased	Animal or fish protein is a component part of the ingredient purchased	Animal or fish protein is a derivative, used as a component part of an ingredient
e.g. Sirloin Steak, Chicken Breast Fillet (Protein element 100%)	e.g. Beef in beef pie, Scampi (Protein element 45%)	e.g. egg yolk in pastry for a pie, beef gelatine in gravy (Protein element 0.6%)
Mitchells & Butlers / Supply base have a significant influence over the sourcing of this protein and steps from farm to plate are known and limited	Mitchells & Butlers / Supply base have an influence over the sourcing of this protein, but steps from farm to plate may be varied and numerous, and less transparent	Mitchells & Butlers / Supply base have little, or no influence over the sourcing of this protein / protein derivative and steps from farm to plate may be varied and numerous and controlled by other third-party manufacturers
Protein can already be purchased to meet M&B animal welfare criteria, or targets can be agreed to ensure total compliance with welfare criteria within a timely manner (i.e. less than 1 year)	Protein can be purchased to meet M&B animal welfare criteria and/or targets agreed to ensure total compliance with welfare criteria within an agreed timeline (i.e. a 1 to 2-year period)	Data on origin and sourcing standards of protein derivative need to be gathered. Supply base to identify opportunities to move to sources that adhere to FAW criteria and plan transition process (within a 5- year period and no later than 2025)

## Compliance

We are working to ensure that all suppliers of proteins within scope adhere to our welfare standards and are in the process of implementing the Sourcing Policy into all areas of Mitchells & Butlers food procurement procedures, for all product categories, as detailed above.

Adherence to the appropriate welfare statements forms part of the tender process, conducted on a regular basis.

Suppliers must be able to provide the necessary supporting data to illustrate compliance with these standards, including the recording and measurement of key performance indicators, as applicable. This will form part of the auditing process conducted by Mitchells & Butlers and/or approved third party auditors on their own production practices and / or must be provided by their own suppliers.

Compliance with the required welfare standards now forms part of the contractual agreements between Mitchells & Butlers and the supplier and details of these standards are included within each invitation to tender.

Once a contract has been authorised, the source of all protein and fish raw material is logged onto the "Approved Suppliers" database. This details all the direct and indirect suppliers of

protein and fish to the brands, by specie and by country of origin. This enables Mitchells & Butlers to manage compliance to the welfare standards required and to monitor any changes to supply sources.

Non-compliance is seen as a serious breach of our contractual agreement. In the event of a non-compliance, this would be reported to the HACCP and Sourcing Policy Steering Groups and, according to the nature of the issue, corrective action will be agreed with the supplier to ensure remedial action is taken within an acceptable time period. If a supplier is unable or unwilling to take remedial action, according to the nature of the issue, their supply status with Mitchells & Butlers will be reviewed as a matter of urgency and escalated to the Director of Food Trading and Head of Safety.

Mitchells & Butlers Procurement Strategy utilises supplier segmentation methodology devised by the CEB Procurement Council to manage supplier relationships. Our strategic suppliers, referred to as Tier 1 suppliers, work closely with Mitchells & Butlers to define and deliver opportunities to improve welfare standards, which form part of our joint Continuous Improvement Plans, reviewed on a quarterly basis. Many of these suppliers provide their technical expertise to advise and guide the major accredited bodies, such as Red Tractor. Through the actions being taken within their own companies they are able to steer the continual development of national assurance schemes, encouraging them to adopt more proactive approaches to welfare issue. This is something that Mitchells & Butlers both recognise and encourage, to allow significant change to be driven across the whole livestock and fishing industries.

In addition, many of our suppliers work with industry experts to understand opportunities to promote best practice or enhance animal welfare standards. An example of this includes contributions to research carried out by the Royal Agricultural University (RAU) to produce guidance on the best practice for rearing dairy-bred beef calves. This aims to help producers to find ways of reducing the use of antibiotics in calf rearing, and to understand stressors experienced by calves, with the aim of managing these to increase calf welfare."

We will continue to develop our Sourcing Policy in line with changing business needs, to ensure that the standards defined within our Sourcing Policy are adhered to at all times and opportunities to improve are assessed and implemented as appropriate.

We will continue to work with our suppliers to identify areas of improvement and have started the process of implementing the measurement of welfare outcomes, as identified by specie. Details of these can be found within the specific Specie Welfare Standards section of our Policy, as relevant.

### **Non-Compliance Reporting – July 2020 to June2021**

In the 2020/21 reporting period no incidences were reported \*. However in the 2019/20 period three incidences of non-compliance to agreed welfare standards were identified. Corrective action was agreed with the relevant parties and affected farms were independently audited to confirm all necessary steps had been taken to restore farms to full compliance. Any affected farms were suspended from use within the Mitchells & Butlers business until all remedial actions had been satisfactorily implemented.

*\*The business was temporarily closed between 5<sup>th</sup> November to 2<sup>nd</sup> December 2020 and 6<sup>th</sup> January to 8<sup>th</sup> March 2021, in accordance with Government guidelines regarding the control and spread of the COVID-19 virus.*

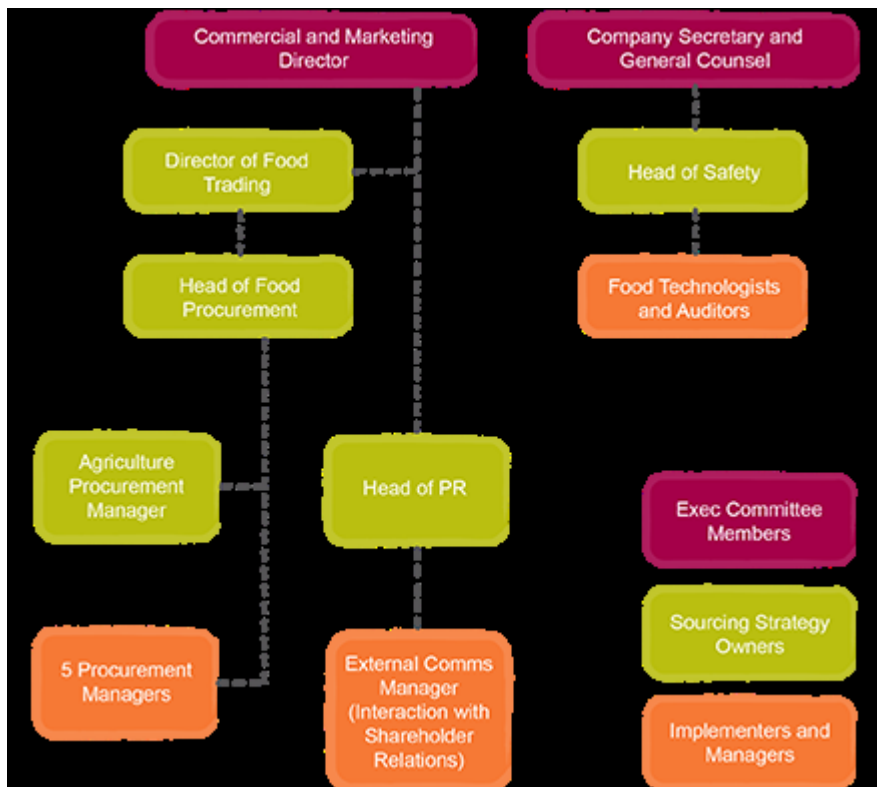
## Responsibility

Our Sourcing Policy Steering Group are responsible for setting the overarching policy relating to animal welfare, environmental and social equity matters. This group includes senior members of the Food Trading and Food Safety teams.

The Steering Group, chaired by the Director of Food Trading, meet on a bi-monthly basis to discuss developments in strategy, policy and status.

Regular reports on status and progress towards compliance are sent to the Commercial and Marketing Director, who is a member of the Executive Committee. These reports provide briefing notes for the Board, as necessary.

## Strategy Owners and Reporting Lines



## **Training and Knowledge Transfer**

In acknowledgment of the importance of animal welfare to our Sourcing Policy and Procurement strategies, Mitchells & Butlers have developed a bespoke animal welfare training programme for their procurement, technical and food development teams.

The first Animal Welfare Workshop was completed in May 2019 and included contributions from Compassion in World Farming and the Business Benchmark on Farm Animal Welfare. The Workshop also included the sharing of best practice on key welfare matters by Mitchells & Butlers leading category suppliers for poultry, pigs, beef, dairy and finfish. This Workshop is being progressed by the development of an internal digital learning platform, to support and advise all team members responsible for food procurement, menu development and supplier auditing of ongoing welfare matters. The planned second Welfare Workshop scheduled for Spring 2021 could not take place due to industry lockdown and furlough of relevant M&B personnel. This is now provisionally scheduled for Spring 2022.

Mitchells & Butlers are also looking to introduce a Supplier Forum in Spring 2022\* for our food suppliers to share best practice on animal welfare matters and measuring welfare outcomes. The aim of this will also be to equip non-integrated protein suppliers with the relevant expertise required to ensure all proteins purchased and used as an ingredient are actioned in accordance with the requirements of the Sourcing Policy.

*\*Timelines for the second Animal Welfare Workshop and the introduction of a Supplier Forum have changed, due to the legislative guidelines in place during the Coronavirus pandemic and their effect on the usual business arrangements of Mitchells & Butlers and it's food suppliers. The revised dates as currently shown are also subject to alteration.*

## **Reporting on Farm Animal Welfare Performance**

Mitchells & Butlers continue to provide an annual update to all stakeholders, outlining our progress towards maintaining the standards set across all geographic regions, and assessing performance on key welfare outcomes versus our targets, as outlined within the Sourcing Policy. Progress on the sourcing of ingredients across the three product categories, as outlined in the "Implementation Process" section of our Policy, will be continually updated throughout the year.

This will include an update on our main achievements each year; our progress towards meeting key objectives, as appropriate, and the number of products within each category that complies with these standards.

## Guest Communication

Mitchells & Butlers operate a number of high street brands across the UK, where menu copy is used to outline to Guests the salient points regarding key dish ingredients.

These are a few examples of current menu copy and website messages used to highlight farm assured and higher welfare ingredients;

- **Harvester** British Red Tractor Assured Rotisserie Chicken
- **Toby Carvery** Succulent British Farm Assured Roast Turkey
- **Nicholson's** Outdoor Bred English Breakfast Pork Sausage, also used in their Toad in the Hole dish
- **Harvester** classic breakfast with fried, scrambled and poached free range eggs (all Mitchells & Butlers brands use free range shell on eggs)  
Further details of the brand menus and key dish ingredients can be found on each of the brand websites. A full list of Mitchells & Butlers brands and links to each of the websites can be found [here](#);

Mitchells & Butlers have also invested in targeted consumer research to ascertain the most effective channels to use to communicate to Guests about matters relating to animal welfare, sustainability and provenance. This includes the use of menu copy, other forms of literature and digital platforms. The results of this research will form the basis of our future communication strategy for each brand.

## Species Welfare Statements

### Species welfare standards

**A list of the welfare standards required for each species are outlined in the following section.**

These include specific welfare statements relating to animals used in the production of fresh and frozen meat and poultry, as well as shell-on eggs, egg ingredients\* and liquid milk, for use across the Mitchells & Butlers business, regardless of country of origin. These welfare statements must be adhered to at all times and documentary evidence provided to support them.

Working closely with our suppliers, we aim to ensure complete compliance to these standards and are working towards full implementation on all meat and poultry purchased, from all countries of origin.

We are currently in the process of setting and refining performance targets in the form of welfare outcomes for all species, that will enable us to ensure all meat and poultry produced for Mitchells & Butlers meets the optimal welfare standards required and will also allow us to measure our progress in addressing significant welfare matters such as confinement, routine mutilations, journey times, pre-slaughter stunning and antibiotic usage.



Details of the welfare outcomes that have been implemented to date and the product categories that are currently measured against these standards (as detailed previously in the Implementation Process), can be found within each specie welfare statement, as relevant.

The following welfare statements include the minimum standards required for livestock reared to produce meat and poultry products supplied to Mitchells & Butlers (as highlighted in bold text), along with additional recommendations.

\*Mitchells & Butlers are working towards achieving the procurement of all egg ingredients from free range hens by 2025, subject to availability of product and commercial viability

## **Welfare statements relating to the production of chickens for meat**

- All of our chickens have constant access to food and fresh water, with a diet to maintain full health and vigour
- All of our chickens are reared in barns, with the freedom to flap their wings and preen unhindered
- The use of cages to rear chickens for Mitchells & Butlers is not permitted
- The barns in which our chickens are housed are enriched with bales and pecking points, to encourage them to peck, perch and move around freely
- All our chickens are reared in barns with lights and windows, providing chickens with access to natural daylight
- By using good farm management practices, our chickens grow strong and healthy, with minimal need for any use of antibiotics or other medications
- The prophylactic use of antibiotics is not permitted
- Our chicken farmers are trained to rapidly recognise any signs of illness and working in conjunction with a qualified veterinary surgeon, administer appropriate medication to treat illnesses
- Our chickens are not subjected to long journeys and these never exceed 8 hours, as measured from the first bird loaded to the last bird slaughtered
- Only one depletion (thin) takes place prior to final clearance
- Our chickens are not subjected to routine surgical interventions, which includes beak trimming
- Where any procedures are required to assist with the health of an animal, they are undertaken by a qualified veterinary surgeon using pain relief and anaesthetic, as appropriate.
- Every batch of chickens produced for Mitchells & Butlers can be traced back to the selection of farms from which they were reared

Following review with our supplier we have improved access to pecking substrates from 1 per 1000 birds to 2.5 per 1000 birds.

To ensure our welfare statements are adhered to at all times, working with industry experts, Mitchells & Butlers have identified key welfare outcomes in the production of broiler chickens.

The implementation and measurement of these outcomes is being progressed, and forms part of the ongoing monitoring of adherence to our Sourcing Policy. Focusing on Category 1 ingredients, compliance to our targets has been measured and [our latest results are shown here](#). This information will continue to expand to include the measurement of welfare outcomes as applies to broiler chickens produced to supply all ingredients purchased.

## **Welfare statements relating to the production of turkeys**

- All of our turkeys have constant access to food and fresh water, with a diet to maintain full health and vigour
- All of our turkeys are reared in barns, with the freedom to flap their wings and preen unhindered
- The use of cages to rear turkeys for Mitchells & Butlers is not permitted
- The barns in which our turkeys are housed are enriched with pecking points
- All our turkeys are reared in barns which are lit appropriately to allow the birds to display natural behaviours around the clock
- By using good farm management practices, our turkeys grow strong and healthy, with minimal need for any use of antibiotics or other medications
- The prophylactic use of antibiotics is not permitted
- Our turkey farmers are trained to rapidly diagnose any signs of illness and working in conjunction with a qualified veterinary surgeon, administer appropriate medication to treat illnesses.
- Our turkeys are not subjected to long journeys. These are reported at 99.23% less than 10 hours as measured from the first bird loaded to the last bird slaughtered. This is significantly lower than legislative requirement. We have revised targets with our suppliers and will be reporting on numbers less than 8 hours and also 8-10 hours in transportation in our 2022 update. Live journeys never exceed 5 hours
- Our turkeys are not subjected to routine surgical interventions. Infra-red beak treatment of day-old poults prevents unnecessary distress to young stock caused through pecking and cannibalisation
- Where any procedures are required to assist with the health of the animal, they are undertaken by a qualified veterinary surgeon, using pain relief and anaesthetic as appropriate
- Every batch of turkey's produced for Mitchells & Butlers can be traced back to the selection of farms from which they were reared

Following review with our supplier we are further tightening welfare outcome targets for the coming year to include:

- Incidence of lameness – we will reduce lameness targets from no greater than 2% of culls for leg issues to no greater than 1.75%
- Evidence of problems originating from wet litter – current target is no more than 10% presence of breast blisters. We will reduce this target to 8%
- Access to pecking substrates – We are changing welfare outcomes from the current 1 per 1000 birds to 1 per 500 birds.

To ensure our welfare statements are adhered to at all times, working with industry experts, Mitchells & Butlers have identified key welfare outcomes in the production of turkeys.

The implementation and measurement of these outcomes is being progressed, and forms part of the ongoing monitoring of adherence to our Sourcing Policy. Focusing on Category 1 ingredients, compliance to our targets has been measured and [our latest results are shown here](#). This information will continue to expand to include the measurement of welfare outcomes as applies to turkeys produced to supply all ingredients purchased.

## **Welfare statements relating to the production of farmed ducks**

- All of our ducks are provided with a constant supply of natural, high quality balanced feed. They have ready access to water, allowing them to display natural behaviours, including preening and cleaning their bills
- All of our ducks are housed in large, airy, well-lit barns, where the floors are covered daily with clean dry straw
- The use of cages to rear ducks for Mitchells & Butlers is not permitted
- By using good farm management practices, our ducks grow strong and healthy, with minimal need for any use of antibiotics or other medications
- The prophylactic use of antibiotics is not permitted
- Our ducks are not subjected to long journeys and these never exceed 4 hours, as measured from the first bird loaded to the last bird slaughtered. Live journeys never exceed 2 hours
- Our British ducks are not subjected to any routine surgical interventions
- Every batch of ducks produced for Mitchells & Butlers can be traced back to the selection of farms from which they were reared

To ensure our welfare statements are adhered to at all times, working with industry experts, Mitchells & Butlers have identified key welfare outcomes in the production of farmed ducks.

The implementation and measurement of these outcomes is being progressed, and forms part of the ongoing monitoring of adherence to our Sourcing Policy. Focusing on Category 1 ingredients, compliance to our targets has been measured and [our latest results are shown here](#). This information will continue to expand to include the measurement of welfare outcomes as applies to farmed ducks produced to supply all ingredients purchased.

Welfare outcomes are not provided for 2021 as have not been in use on our menus.

## **Welfare statements relating to laying hens**

- It is Mitchells & Butlers policy that all products that contain shell egg, egg products and products with egg as a main ingredient (such as Mayonnaise, Hollandaise Sauce,

Quiches, Cheesecake, Scrambled egg, etc) shall be sourced from hens that have been reared in accordance to the requirements of Directive 1999/74/EC Welfare of Laying Hens for the protection of laying hens

- Mitchells & Butlers have extended their procurement of 100% shell on eggs from cage free hens, to include all egg products and egg ingredients and will complete this transition to cage free production by 2025, subject to availability and commercial negotiations
- All shell on eggs, egg products and products with egg as a main ingredient must be sourced, as a minimum requirement, from laying hens kept in enriched cages, where laying hens have at least 750 cm<sup>2</sup> of cage area per hen, of which 600cm<sup>2</sup> is useable.
- All hens must be provided with a nesting area and at least 15cm of perch per hen, with litter provided and unrestricted access to a feed trough
- The use of non-enriched (barren) cages in the production of shell on eggs, egg products and products with egg as a main ingredient is prohibited
- All egg production units must be registered with the relevant local authorities and have a distinguishing number which can be used to trace eggs back to their farm of origin. Mitchells & Butlers are working with suppliers to progress towards achieving a Sourcing Policy for Laying Hens whereby all products containing eggs and egg derivatives are sourced from hens that have not been kept in cages. This would require the procurement of egg derivatives such as dried egg white, powdered egg, dehydrated egg, egg solids and albumen etc. to come from hens kept in barns or free range production systems.

#### Supplier Survey and development

- In 2017 M&B conducted a survey of all food suppliers to determine procurement information on the sourcing of egg ingredients used in production of M&B products.
- This highlighted most M&B food suppliers were purchasing their eggs and egg ingredients from manufacturers spread across the EU. Suppliers were made aware at that time that it was our intention to review the use of egg ingredients from cage free systems only.
- Subsequent review in January 2020 detailed 444 products supplied to M&B that contained egg as a recipe ingredient. 18% of the range was free-range and the remaining range has subsequently been reviewed and rationalisation in progress.

In June 2022 M&B repeated the survey and has established that:

- Range has reduced to 245 products containing shell, liquid or ingredient.
- In excess of 49% of global supply now originates from free range, organic or barn systems. This is a 5% improvement on our 2021 position
- 100% of shell and liquid egg originates from free range systems
- 29.4% of products at present originate from Colony or enriched systems. These are under continued review.

The progress towards achieving this goal of 100% cage free hens will also be tracked by the CIWF European Egg Track Report. [A summary of the survey can be found here](#)

## Shell-on eggs

- All suppliers of shell-on eggs to Mitchells & Butlers must be produced from laying hens kept in a free-range production system, ensuring 100% of all shell on eggs are procured from cage free hens
- As such all shell on eggs must be sourced from laying hens that have continuous daytime access to runs, and when housed contain no more than 9 hens per m<sup>2</sup>
- All hens must be provided with at least one nest per 7 hens area and at least 15cm of perch space per hen, with 250cm<sup>2</sup> of litter provided per hen, a suitable substrate for dust bathing, as well as unrestricted access to a feed trough
- For British supply, all shell-on eggs must be compliant with the Lion Code of Practice for free range egg production. In accordance with the **Lion Quality Code of Practice** for free range egg production, suppliers must meet the same standards as required for Lion Quality barn hens as well as the additional standards that apply for free range laying hens; allowing for additional ranging space, lower stocking densities in multi-tier systems, strategies to minimize feather-pecking and the same maximum flock sizes as are set out under the RSPCA's welfare standards (applied through Freedom Food) for non-cage production

These additional welfare standards for free range status stipulate that:

- Hens must be provided with outdoor shading in the absence of a veranda
- One pop-hole per 600 birds must be open for 8 hours daily to allow access to the outside
- The maximum flock size of 16,000 birds must apply, divided into colonies of 4,000 where flock size is over 6,000 birds in total
- The maximum stocking density of 2,000 birds per hectare must apply
- Using the Poultry "Passport" system, all hens, eggs and feed must be fully traceable, as such every laying hen producing shell on eggs for Mitchells & Butlers can be traced back to the farms where they were reared

Details regarding the key welfare outcomes for laying hens, as identified by Mitchells & Butlers with industry guidance, will be published in the Autumn of 2022.

## Welfare statements relating to the production of beef cattle

- All our cattle have constant access to food and fresh water, with a diet to maintain full health and vigour, throughout their life.
- All our cattle are proactively managed by competent people, to ensure they remain healthy, with good animal welfare promoted and monitored at all times
- Our beef farmers are trained to rapidly diagnose and treat any illness, using only the most appropriate medication. This is administered by trained competent persons and monitored by veterinary surgeons
- Our cattle are not subjected to long journeys and the maximum journey time does not exceed 8 hours
- When loading cattle and unloading cattle, facilities are in place to minimise stress and the risk of injury to the livestock

- Where necessary husbandry procedures are required on farm, they are undertaken by trained stockmen, with maximum consideration given to the welfare of the animal at all times
- When housed, all our cattle are provided with safe and suitable bedding to lie on, in suitably lit and ventilated barns and cattle sheds
- The housing provided is of sufficient size to allow our cattle to rest comfortably and move without difficulty, whilst keeping them together in their appropriate peer groups. The housing is also maintained in a manner that ensures our cattle are able to stay clean
- Cattle kept outside should have access to shelter and well drained lying areas, to allow them to rest comfortably and take shelter from adverse weather conditions
- Mitchells & Butlers encourage supply from production systems where calves are procured direct from farms and systems are in place to make sure that new-born calves receive sufficient colostrum as soon as possible after birth, to support their immune system
- All beef from cattle produced for Mitchells & Butlers can be traced back to the farms where they were finished (reared)
- Where possible Mitchells & Butlers encourage suppliers to procure beef from cattle reared on farms that comply with recognised animal welfare standards, as accredited and monitored by leading welfare organisations. Cattle should have resided on an approved assured farm for at least the last 70 to 90 days of its life

Welfare outcomes for Mitchells & Butlers integrated beef scheme can be found [here](#).

Initial evaluation of key welfare outcomes for UK and Irish beef cattle supplied to Miller & Carter and Browns as identified by Mitchells & Butlers can be found [here](#).

## **Welfare statements relating to the production of dairy cattle (for the production of liquid milk)**

- All our dairy cattle have constant access to food and fresh water, with a diet to maintain full health and vigour, throughout their life
- All our dairy cattle are proactively managed by competent people, to ensure they remain healthy, with good animal welfare promoted and monitored at all times
- Our dairy farmers are trained to rapidly diagnose and treat any illness, using only the most appropriate medication. This is administered by trained competent persons and monitored by veterinary surgeons
- Our dairy cattle are not subjected to long journeys and the maximum journey time does not exceed 8 hours
- When loading cattle and unloading cattle, facilities are in place to minimise stress and the risk of injury to the livestock
- Where necessary husbandry procedures are required on farm, they are undertaken by trained stockmen, with maximum consideration given to the welfare of the animal at all times
- When housed, all our dairy cattle are provided with safe and suitable bedding to lie on, in suitably lit and ventilated barns and cattle sheds

- The housing provided is of sufficient size to allow our dairy cattle to rest comfortably and move without difficulty, whilst keeping them together in their appropriate peer groups. The housing is also maintained in a manner that ensures our dairy cattle are able to stay clean
- All our dairy cattle have appropriate facilities to give birth
- Where our dairy cattle are kept outside, they have access to shelter and well drained lying areas, to allow them to rest comfortably and take shelter from adverse weather conditions
- Mitchells & Butlers encourage supply from production systems, where calves are procured direct from farms and systems are in place to make sure that new born calves receive sufficient colostrum as soon as possible after birth, to support their immune system
- All milk from dairy cattle produced for Mitchells & Butlers can be traced back to the farms where it was produced
- Where possible Mitchells & Butlers encourage suppliers to procure milk from cattle reared on farms that comply with recognised animal welfare standards, as accredited and monitored by leading welfare organisations. Dairy cattle should have resided on an approved assured farm for at least the last 70 to 90 days of its life

Details regarding the key welfare outcomes for dairy cattle, as identified by Mitchells & Butlers with industry guidance is being reviewed and will be published in the Autumn of 2022. Details relating to the incidence of tail docking in Dairy cattle can be found [here](#)

## **Welfare statements relating to the production of sheep**

- All our sheep have constant access to food and fresh water, with a diet to maintain full health and vigour, throughout their life
- All our sheep are proactively managed by competent people, to ensure they remain healthy, with good animal welfare promoted and monitored at all times
- Our sheep farmers are trained to rapidly diagnose and treat any illness, using only the most appropriate medication. This is administered by trained competent persons and monitored by veterinary surgeons
- Our sheep are not subjected to long journeys and the maximum journey time does not exceed 8 hours
- When loading and unloading sheep, facilities are in place to minimise stress and the risk of injury to the livestock
- Where necessary husbandry procedures are required on farm, they are undertaken by trained stockmen, with maximum consideration given to the welfare of the animal at all times
- When housed, all our sheep are provided with safe and suitable bedding to lie on, in suitably lit and ventilated barns and sheds
- The housing provided is of sufficient size to allow our sheep to rest comfortably and move without difficulty, whilst keeping them together in their appropriate peer groups. The housing is also maintained in a manner that ensures our sheep are able to stay clean
- Where possible, when outside, our sheep have access to shelter and well drained lying areas, to allow them to rest comfortably and take shelter from adverse weather conditions

- All lamb produced for Mitchells & Butlers is from sheep that can be traced back to the farms where they were finished (reared)
- Mitchells & Butlers encourage suppliers to procure lamb from sheep reared on farms that comply with recognised animal welfare standards, as accredited and monitored by leading welfare organisations. Sheep should have resided on an approved assured farm for at least the last 70 to 90 days of its life

Details regarding the key welfare outcomes for lamb, as identified by Mitchells & Butlers with industry guidance can be [found here](#)

## **Welfare statements relating to the production of pigs**

At present these welfare statements do not include animals produced to supply pork used in the production of Sausages, Continental, or Delicatessen raw and cooked pork products e.g. Ham, Prosciutto, Chorizo

- All our pigs have constant access to food and fresh water, with a suitable diet to maintain full health and vigour, throughout their life
- All our pigs are proactively managed by competent people, to ensure they remain healthy, with good animal welfare promoted and monitored at all times
- Our pig farmers are trained to rapidly diagnose and treat any illness, using only the most appropriate medication. This is administered by trained competent persons and monitored by veterinary surgeons
- Our pigs are not subjected to long journeys and these never exceed 8 hours as measured from the first animal loaded to the last animal unloaded.
- When loading and unloading our pigs, facilities are in place to minimise stress and the risk of injury to the livestock
- Our pigs are not subject to any routine procedures, such as tail docking and teeth clipping/grinding
- Where any necessary husbandry procedures are required on farm, and after seeking veterinary advice, they are undertaken by trained stockmen, with maximum consideration given to the welfare of the animal at all times
- All of our pigs are provided with safe and suitable bedding to lie on, in suitably lit and ventilated barns and sheds
- The housing provided is of sufficient size to allow our pigs to rest comfortably and move without difficulty, whilst keeping them together in their appropriate peer groups. The housing is also maintained in a manner that ensures our pigs are able to stay clean
- Mitchells & Butlers encourage farmers to provide suitable facilities for our sows to give birth, providing sufficient space to allow them to lie down and stand up unhindered, but without excessive free movement which could endanger the welfare of their piglets
- Where possible, our piglets remain with their mother for a minimum of 21 days, unless the health of the sow or piglet is likely to be compromised



- Where our pigs are reared outside, they have access to appropriate accommodation, with bedding material provided to keep them warm and comfortable. There are no more than 30 sows per hectare of land
- All pork produced for Mitchells & Butlers is from pigs that can be traced back to the farms where they were finished (reared)
- Mitchells & Butlers encourage suppliers to procure pork from pigs reared on farms that comply with recognised animal welfare standards, as accredited and monitored by leading welfare organisations. Pigs should have resided on an approved assured farm for at least the last 90 days of its life

To ensure our welfare statements are adhered to at all times, working with industry experts, Mitchells & Butlers have identified key welfare outcomes in the production of finishing pigs.

The implementation and measurement of these outcomes is being progressed, and forms part of the ongoing monitoring of adherence to our Sourcing Policy. Focusing on Category 1 ingredients, compliance to our targets is being measured and our latest results are shown [here](#). This information will continue to expand to include the measurement of welfare outcomes as applies to finishing pigs produced to supply all ingredients purchased.

## **Welfare statements relating to the production of farmed fish and seafood**

Mitchells & Butlers recognise the importance of sourcing fish and seafood from sustainable supplies, along with the importance of working to the highest standards of welfare possible.

We are currently working with our supply base to determine and implement optimal welfare standards for fish and seafood across all our brands, which forms part of our Sourcing Policy. This includes finfish, farmed and wild caught fish and crustaceans.

The majority of our suppliers already operate to standards recognised by a number of accredited bodies, including (for farmed fish) the Aquaculture Stewardship Council (ASC) and Global GAP, and (in the case of wild fish) the Marine Stewardship Council (MSC).

It is our intention to review these standards alongside relevant legislation and agree an appropriate list of welfare statements for farmed, wild fish and crustaceans that address the key concerns of our Guests and other stakeholders. These will include statements regarding pre-slaughter stunning methods, welfare during grading and transportation, stocking density and for wild caught fish, process of capture and reducing bycatch. The initial draft will be published in the Spring of 2022.

Regarding key welfare outcomes for farmed fish, we have gathered data from our supplier base to establish the current position. Following a review of current standards and discussion with industry experts we will continue to develop and extend these to establish best practice and extend to wild caught fish and crustaceans. Initial reports can be found [here](#)