

The logo consists of a solid blue rectangular background. Centered within this rectangle is the word "WHITBREAD" in a white, bold, sans-serif typeface.

WHITBREAD

**Animal Welfare Key Performance
Indicators
2023**

Background

We started our formal animal welfare journey in the UK, with the implementation of our overarching Animal Welfare Policy and subsequent species-specific standards, across our direct suppliers from whom we source our primal meat, liquid milk and shell egg for centre of plate products. The scope of these policies covers the above products within the UK and Ireland businesses. Including pig meat, cattle, lamb, liquid milk, aquaculture, poultry and eggs.

Our approach is based on and endorses the following Five Freedoms, proposed by Farm Animal Welfare Committee (FAWC):

- Freedom from hunger and thirst
- Freedom from discomfort
- Freedom from pain, injury or disease
- Freedom to express normal behaviour
- Freedom from fear and distress

To achieve these principles, we work collaboratively with our suppliers, farmers and fishermen, as well as researchers, vets, industry bodies and welfare NGOs to identify ways in which we can continuously improve animal welfare standards in a manner that is achievable for our supply base.

At Executive Committee level animal welfare and responsible sourcing is an integral part of the Whitbread sourcing strategy. The day-to-day governance and implementation of our animal welfare policy is overseen by our both the Force For Good and Procurement teams. Animal welfare forms part of ongoing discussions with suppliers on sourcing standards and requirements, with a view to continuously identifying potential to drive improvement.

Through our Animal Welfare Policy, we publish commitments to improving the welfare of the animals within our supply chain. To ensure we are making progress on these commitments, we review these on an annual basis and publicly report on our achievements to our consumers through our Key Performance Indicator (KPI) Report.

This KPI report details the progress we have made against each commitment (stated in the blue boxes) published within our policy and reporting on outcome measures. The report refers to our UK and Ireland business and covers all core meat, fish, poultry and eggs into the Whitbread supply chain.

We ensure that all of our guests have access to both vegetarian and vegan options on all of our menus.

100% of all animals within our supply chain to be free of genetic engineering or cloning.

Whitbread do not allow products from farm animals subjected to genetic engineering or cloning and/or their progeny or descendants in any of our products sold in our restaurants and hotels in any of our businesses or geographies.

No illegal animal welfare or husbandry systems are in use throughout our supply chain.

All of our suppliers are required to comply with UK and/or EU animal welfare legislation (or accepted National Equivalents) including statutory livestock codes of practice as a minimum: The Animal Welfare Act 2006, The Welfare of Farm Animals Regulations 2007 and The Welfare of Farmed Animals (Amendment) Regulations 2010, plus any subsequent revisions or associated Codes of Practice; EU Council Directive 98/58/EC and other EU Regulations and Directives relating to specific animal welfare standards for each species.

This requirement is clearly stated within our Animal Welfare Policy which we circulate to our suppliers for agreement. In addition, we have developed species specific policies which clearly outline our expectations throughout our international supply chain, regardless of country of origin.

In order to validate compliance, welfare is now a key component of our independent supplier audits, and we can confirm that these audits have shown compliance to legislative standards.

Close confinement systems are actively avoided and where present these shall be phased out and should not be used as a routine management practice for livestock. We recognise that close confinement of animals across all species is a serious welfare issue and confinement should be restricted to the restraint of animals for veterinary investigation or treatment only.

Whitbread has made progress across several species regarding the reduction of confinement within their supply chain. This includes;

- 100% of our lamb are farmed extensively.
- 100% of our cattle are extensively reared, with 100% having ready access to a wholesome diet which is appropriate for their age and body condition.
- 100% of finfish are either wild caught or farmed in open water systems.
- 100% breeding females (dairy cattle, sows and ewes) are never tethered.
- 100% poultry species for meat production are never housed in caged systems and meet or exceed the space requirements as defined in EU legislation. Broiler birds are typically stocked at 39 kg/m².
- 100% of our pig meat is currently sourced from the EU, where there is a maximum of 28 days post service confinement.

- 100% of the UK pig supply base are not using post service confinement.
- 100% of the Dutch pig supply base do not exceed 4 days post service confinement.
- 100% of all pigs supplied to Whitbread have permanent access to environmental enrichment in order to satisfy their investigation and manipulation behavioural requirements.
- Finished pigs are housed in systems which meet or exceed EU legislative stocking density requirements and are never restrained or housed individually.

By 2020, all our whole, shell eggs will be cage free and by 2025 all ingredient egg will be cage free, across all brands in the UK and Ireland.

We achieved our 2020 commitment on all whole shell eggs one year early and have maintained 100% of our whole shell eggs being cage free since 2019.

We have also completed the task of mapping our supply base for ingredient egg used in products supplying into the UK and Irish.

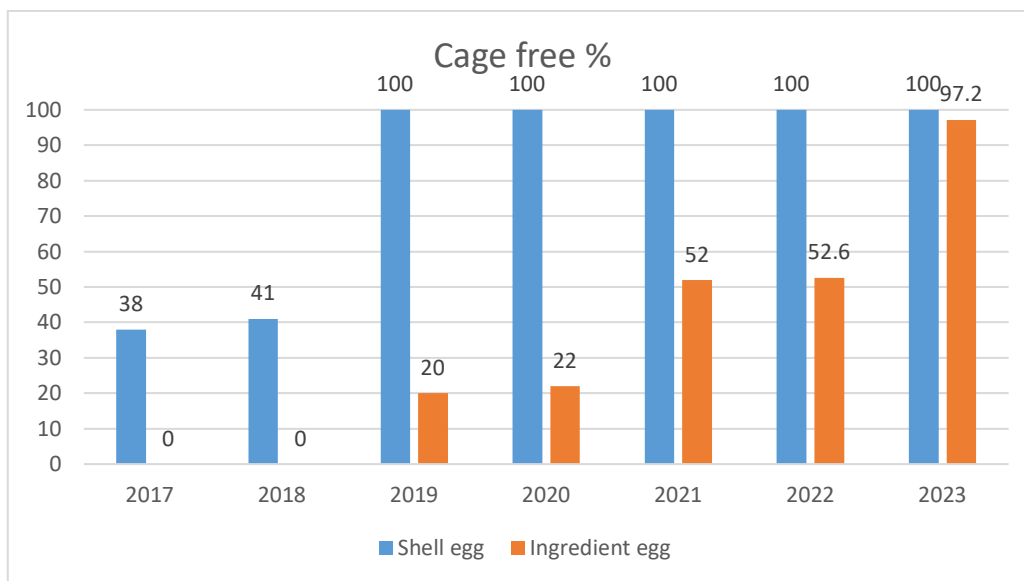


Figure 1: Progress on our 2020 and 2025 commitment

To fulfil our commitment to sourcing all cage free ingredient egg by 2025, we have identified the products which will need to be changed and are working internally across multi-disciplinary teams to ensure we fulfil our commitment. The working objectives include;

- Any new products containing egg as an ingredient will be developed using cage free eggs from 2020.
- Whitbread will work with suppliers of existing products to change any egg ingredient to cage free by 2025.

These objectives will be managed and monitored by multidisciplinary teams across our business including technical, product development, food policy and procurement, in collaboration with our suppliers.

Animals are always provided with the appropriate veterinary care as often as needed, but medicines including antibiotics will only be used where it is absolutely necessary to ensure good health and welfare. Our species policies outline our approach to antibiotic usage dependent on their specific requirements. With these, we are committed reducing the use of Highest Priority Critically Important Antimicrobials (HPCIA) and prophylactic use of all antimicrobials unless these have been clinically substantiated to protect Animal Health and Welfare and are used under veterinary direction.

We advocate the responsible use of antibiotics at farm level; specifically, the reduction of Highest Priority Critically Important Antibiotics (HP-CIA), as defined by the European Medicines Agency. In practice this means limited use of fluoroquinolones, 3rd and 4th generation cephalosporins, and colistin i.e. use is restricted to where no other product will be effective for the condition being treated.

To this end, Whitbread ensures utilisation of raw materials which are fully traceable and from known supply chains which advocate operating a responsible medicine use policy (devised in conjunction with their vet). Our objective is the reduction and the avoidance of prophylactic use of antibiotics use across our all species (including farmed fish) and reduce the use of metaphylaxis across our whole supply chain. We have aligned our antibiotic policy to the RUMA guidelines and have made the decision to focus on an increase in biosecurity requirements, animal handling and husbandry. Where any prophylactic use is permitted, this must be clinically substantiated with a demonstrable need to protect the welfare of the animals and must be administered under veterinary direction and governance.

Substances such as growth promoter hormones will never be used in the Whitbread supply chain.

The use of growth promoting hormones in farm animals is banned throughout the EU and controlled under Directive 96/22/EC as amended by Directive 2003/74/EC. Imports of meat from animals treated with growth promoting hormones from countries outside of the EU is also not permitted.

We have also implemented this restriction into all of our published policies to require that none of the animals within our supply chain have been treated with growth promoting hormones.

Permissible routine activities such as tail docking, teeth clipping, castration of pigs and beak trimming on poultry are to be avoided wherever possible. Where there is a demonstrable animal welfare need for them to be carried out this must be in accordance with legal and best practice requirements. Our species-specific policies outline the types of routine activities this might include for each species.

Whitbread encourages farming practices that reduce the need for routine activities. At present tail docking of dairy cattle used for liquid milk supply, beak treatment in commercial meat chickens and mulesing of lambs is not practiced by producers within any of our global direct supply chains. UK finished pigs are not castrated.

Our achievements to date:

- 100% of Commercial broilers are free of any beak treatment.
- 100% of Dairy Cattle used for liquid milk supply are not tail docked.
- 100% of our Dairy Cattle used for liquid milk are not tethered.
- 100% of Sheep are free from Mulesing.
- 100% of our global pig supply are not subjected to routine mutilations of any kind unless advised by a veterinarian as part of a documented health plan.
- We do not produce or sell any foie gras and do not support any inhumane practices of force feeding of any animals nor do we allow live plucking or live harvesting in geese.
- We do not source rabbit or veal.

Whitbread will continue to actively monitor industry research, advances and developments with regards to permissible mutilations.

Our policy states transport times must not exceed a target of 8 hours and must be recorded for each delivery.

Our species-specific standards limit transport time to <8 hours. Our direct suppliers have committed to implementing this requirement and compliance to this is checked during our independent auditing scheme. Our audits this year have demonstrated that 100% of our direct suppliers visited had transported their animals in <8 hours, regardless of geography.

Species	Transported in <8 Hours (Supplier Requested Data)	Average Transport Time (Supplier Requested Data)
Beef	100%	5.5 Hours
Chicken	100%	6 Hours
Turkey	100%	3.5 Hours
Pork	100%	4 Hours
Lamb	100%	4 Hours

Table 1: Transport times submitted by direct suppliers for period July 2021-June 2023

As demonstrated by Table 1, 100% of the direct suppliers audited were compliant with the Whitbread Animal Welfare Policy regarding limiting transport time to <8 Hours. Furthermore, data collected from our direct suppliers indicates that the average transport times within our supply chain were well within this. Transport times range from 1-5.5 hours for beef and lamb, 2-4 hours for pig meat and 1-6 hours for poultry. Our farmed sea bass and 50% of our farmed salmon suppliers are free from live transport, as it is slaughtered cage side. The other 50% of our farmed salmon suppliers have a maximum of 8 hours set.

All meat and poultry used in Whitbread product is humanely slaughtered, specifically requiring pre-slaughter stunning. Abattoirs are required to comply with Regulation 1099/2009 EC and/or equivalent associated national law.

The Whitbread Animal Welfare Policy requires that all livestock species are pre-stunned in accordance with European regulatory requirements (Regulation 1099/2009 EC). This is irrespective of geography or species. This means that while there is currently no statutory requirement for fish to adhere to prescribed methods of stun and slaughter Whitbread suppliers of salmon, sea bass and sea bream have adopted industry best practice i.e., stunning prior to slaughter. Where poultry and lamb species may be sourced from Halal approved sites this is strictly limited to those that accept electrical and/ or gas stunning as part of the process.

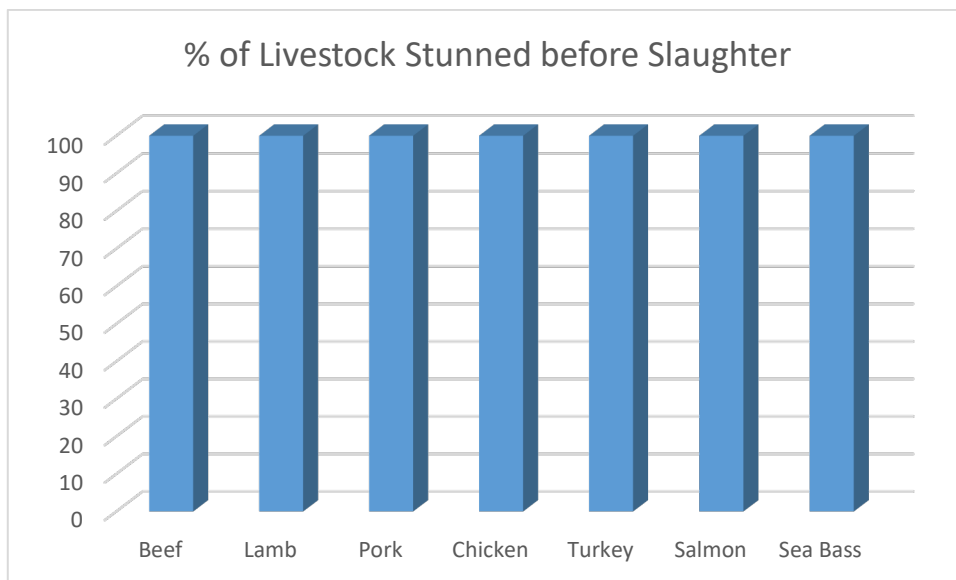


Figure 2: Pre-stun slaughter % by sector

As demonstrated within Figure 2, 100% of direct suppliers across all of our species are using pre-slaughter stunning. Stunning practice and procedure are verified during independent audit and the effectiveness of stun now constitutes an element of recently introduced outcome measure data which will be monitored by the site on an ongoing basis.

The welfare condition of all animals is assessed by an animal welfare officer or equivalent on arrival at slaughter.

The animal welfare officers ensure compliance with the standards laid out in Whitbread's Audit Standard for Slaughterhouses and will regularly inspect the state of health of the animals in lairage. Where required, corrective actions are carried out to ensure compliance with Whitbread's standard. If suppliers demonstrate persistent disregard for corrective action against any non compliance, Whitbread will cease trading.

Historically, Whitbread has relied predominantly on self-reporting by suppliers to ensure compliance with welfare requirements. However, welfare KPI assessment in the form of Welfare Outcome Measures is now an element of the independent abattoir inspections that are ongoing across the Whitbread supply chains.

As of June 2018, this monitoring process allows performance against the Whitbread Animal Welfare Policy to be measured and provides an overview of emerging health and welfare trends. The data is then analysed and used in order to make informed data driven decisions to continuously improve the welfare standards and overarching policies.

Typically, the areas covered within the abattoir audit include:

- Livestock handling (slips and falls at unloading, goad use in cattle, vocalisation)
- Fitness for transport (casualty animals and dead-on arrival)
- Effectiveness of stun and slaughter processes
- Physical Injury (attributed to farm conditions e.g. hock burn in poultry)
- Key Measures are illustrated below, with the current associated policy and an overview provided of Whitbread's planned improvement approach. Year-on-year performance progress against our objectives is evaluated and is pivotal to Whitbread's approach to driving future welfare improvements.

All of our core protein and egg products must be farm assured, which are independently assessed against a farm certification scheme. We have a plan to achieve this across all our suppliers, including protein, egg and dairy suppliers in ingredients by 2025.

We publish our approach to animal welfare on our website to promote transparency and to communicate our animal welfare standards to our customers.

We are currently in the process of updating all of our welfare standards and a Whitbread Approved Schemes list which will be completed and implemented by suppliers by December 2023. Whitbread has ensured that the Five Domains for assessing animal welfare are at the centre of the review. The domains are; Nutrition, Environment, Health, Behaviour and Mental state. At Whitbread we recognise all animals within our supply chain as sentient beings.

We are committed to continue publishing our standards and progress to ensure our consumers are aware of our Animal Welfare commitments and our achievements to date via press releases and online communications. Once species-specific policies have been implemented across our direct protein suppliers, we will roll out a plan for their implementation across our indirect suppliers with completion by 2025.

An example of this can be found here: <https://www.whitbread.co.uk/whitbread-receives-good-egg-award-for-animal-welfare-commitment/>

This is one of several press releases where we publicly communicate our policy commitment to cage free eggs on our unlimited breakfast menu in Premier Inn.

FARM ANIMAL WELFARE OUTCOME MEASURES

Over the past year we have created Outcome Measure (OM) polices for several our key species. The OM data is collated and utilised by our suppliers to help monitor management practices and their efficacy. This data is available to Whitbread on request and is monitored during our audit process. We have relevant OMs for each species aligned to industry best practice with frequency and number of animals stated for each measure.

Red Meat (Beef, Pig Meat and Lamb). Abattoirs are required to regularly monitor DOAs, Slips and Falls, Fitness for transport, Emergency procedures, Transport times and Second stun. In addition, we ask for monitoring of Goad use (>12 months of age) and Vocalizations for beef cattle and Skin lesions for Pigs.

Species	% DOA	% Slips & Falls	% Second Stun	% Goad Use	% Vocalisation	% Skin Lesions
Lamb	0.00-0.01	0-0.03	0-0.28	Not applicable	Not applicable	Not applicable
Beef	0.0	0.0-0.19	0.10-0.77	0.71-13.3	0-0.27	Not applicable
Pig Meat	0.01-0.09	0.0-0.11	0-0.12	0	0-0.01	0.05-3.16

Table 2: Range of results submitted by direct suppliers for period July 2021-July 2023

Poultry. (Broilers, Turkey and Duck) Suppliers are required to regularly monitor Pododermatitis, Time between loading and killing, DOAs, Antibiotic usage to end of life Ineffective Stun and Bleed procedure (electric water bath stun only). In addition, we ask for monitoring of Hockburn for broiler chickens and Breast blisters for Turkeys.

Species	% Pododermatitis	% Hockburn	% Breast Blister
Chicken	0.0-31.0	0.04-28.0	0-0.16
Turkey	60.0	Not applicable	4.0

Table 3: Range of results submitted by direct suppliers for period July 2021-July 2023

For broiler chickens we are monitoring our current supply against the criteria of the CIWF Better Chicken Commitment (BCC) and can report that two of our chicken meat suppliers are sourcing from farms with an average stocking density of 30kg/m² and additional environmental enrichment in line with BCC guidelines. In addition, 50% of our chicken meat suppliers have adopted controlled atmospheric stunning, in line with BCC requirements.

Governance Structure

Whitbread are committed to protecting the welfare of all animals within their supply chain and have invested heavily within their resource structure (see Table 4) to ensure that the company's objectives and policies can be devised, implemented and monitored.

Whitbread continues to invest in engaging with independent food technical and animal welfare experts to assist with animal welfare reporting and monitoring. All supplier audits are undertaken by third party, independent auditors to maintain robustness within the programme with Whitbread notified of audit outcomes for any potential follow up.

Position	Role in Animal Welfare Commitments and Policy
General Council	Reports into CEO. Responsible for Whitbread's "Force for Good" implementation programme.
Group Operations Director	Overall responsibility for Supply Chain and IT Infrastructure. Decision maker at committee level.
Procurement and Supply Chain Director	Overall responsibility for procurement and supply chain both in the UK & Ireland and internationally.
GFR Head of Procurement	Direct responsibility for the procurement of food and drink products, including Animal Welfare sustainability and Animal Welfare Policy.
Head of Sustainability	Responsible for the communication of Whitbread's overall sustainability policies.
Commercial Marketing Director (Restaurants)	Responsibility for marketing and communications in relation to animal welfare.
Procurement Managers	Day to day management responsibility for Animal Welfare Policy within each direct protein category and work with food development, technical, external consultants, and suppliers to support the animal welfare agenda.
Policy Manager	Responsibility for the updates to our welfare policies has now been given to a policy manager. When the new policies are signed off internally. This person is available to externally support our suppliers with training against the standards, Outcome Measure submission and data collection.
Head of Technical and Technical Team	Third Party (Independent) technical standards and auditing team. Responsible for verifying the implementation of Animal Welfare Policy.
Head of Food and Beverage Development	Responsibility for implementing Animal Welfare Policy in product development and associated operations.
Food Development	Responsible for ensuring that all menus reflect Animal Welfare Policy requirements.

Strategic Direct Protein Suppliers	Facilitate the implementation, monitoring and maintenance of Whitbread Animal Welfare Policy.
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Table 4: Roles in Animal Welfare Commitments and Policy