

Updated: June 2025



# 2025 Animal Welfare Progress Report

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## INTRODUCTION

Animals are sentient beings with feelings, emotions, perceptions and the ability to experience states of wellbeing. Animal welfare is more than just physical health. Good welfare includes physical wellbeing, mental wellbeing, and natural behaviours.

That’s why, at Compass Group, we support the Five Freedoms—adopted by the World Organization for Animal Health and the Royal Society for the Prevention of Cruelty to Animals—as well as incorporating the principles of the Five Domains into our welfare standards.

Table 1 Five Freedoms and Five Domains

<b>FIVE FREEDOMS</b>	<b>FIVE DOMAINS</b>
1. From hunger and thirst	1. Provide good nutrition
2. From discomfort	2. Provide good environment
3. From pain, injury and disease	3. Deliver good physical health
4. To express normal behaviour	4. Allow behavioural interactions
5. From fear and distress	5. Facilitate a good mental state/experiences

Compass Group businesses operate extensive and decentralised supply chains that support a diverse range of services and sectors. These supply chains involve thousands of suppliers, organised across multiple tiers, from growers and manufacturers to wholesalers and distributors. Each local market has its own procurement team, which sources products from both local and overseas suppliers.

As an absolute minimum, our businesses’ supply chains must comply with all applicable legislation relating to animal welfare in the country of production and purchasing. To manage the complexity of our extensive supply chains, Compass Group has established a Supply Chain Risk Management (SCRM) framework which expects suppliers to comply with our Global Supplier Code of Conduct. This framework guides local teams in navigating the challenges of working with a vast network of suppliers, providing them with tools and guidelines to promote consistent application of ethical standards.

## GOVERNANCE

We continue to make positive progress on our farm animal welfare commitments. Responsibility for overseeing management and compliance across our global supply chains, including animal welfare, falls under our Group Chief Commercial Officer and is reviewed by the Corporate Responsibility Committee of our Board.

## OUR FOCUS

Continuous improvement across our businesses’ supply chains is essential. We understand the role we need to play as buyers to regularly review and update our procedures, adopt new technologies, and stay informed about advancements in animal welfare science, as well as encouraging other stakeholders to do the same. Whilst centring our overall strategy around the Five Freedoms and Domains, our procurement teams work closely with our supply chain partners on the following focus areas:

<b>DISCOURAGE</b>	<b>PROMOTE</b>
Close confinement	Species-specific enrichment
Routine mutilations and other inhumane practices	
Routine antibiotic use	Humane slaughter
Long and inadequate transport	

**Examples:**

Antibiotics that have been determined by the Australian Strategic and Technical Advisory Group on AMR (ASTAG) as highly important, or by the World Health Organisation (WHO) as critically important for use in human medicine, are either never used or NOT used routinely in meat chicken production in Australia. Only antibiotics approved by Australia’s regulatory authorities are used, and if used, they must be administered in accordance with strict guidelines so that they do not leave residues.

Also in the US, Compass requires our poultry suppliers to strictly adhere to our antibiotic policy which prohibits the use of compounds approved for use in human medicine and are not administered for improved feed efficiency, increased rate of weight gain, or similar growth promotion purposes.

**OUR ANIMAL WELFARE STRATEGY**

Our strategy covers all animal products purchased across our global supply chains, including but not limited to: eggs, meat, dairy and farmed fish. Our policies extend to all markets, countries, and sectors.

We structure our strategy around five key areas, to proactively drive change:

<b>(1) IN-HOUSE TRAINING</b>	<b>(2) SUPPLY CHAIN ENGAGEMENT</b>	<b>(3) PARTNERSHIPS &amp; ADVOCACY</b>	<b>(4) TRANSPARENCY &amp; COMMUNICATION</b>	<b>(5) CULINARY LEADERSHIP</b>
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**(1) IN-HOUSE TRAINING**

Through comprehensive training we equip our teams with the right learnings to allow them to prioritise ethical practices that align with our culture and values.

*Example: At a Group level, we have launched a series of animal welfare training sessions. The first of these sessions was held in 2023 with our Europe and Middle East (EME) region, and they continued throughout 2024. Our teams were empowered and encouraged to share their learnings with their suppliers.*

**(2) SUPPLY CHAIN ENGAGEMENT**

It is essential that we work closely with our supply partners to ensure that welfare standards are understood and upheld throughout our global supply chain. This includes sharing and discussing these standards with clients and suppliers, and fostering an environment of education, knowledge exchange, and best practices.

All suppliers globally are required to sign up to the Compass Supplier Code of Conduct and expected to comply, with all applicable laws, regulations and specifications relevant to products or services including in relation to animal welfare. Our procurement teams have regular discussions with our suppliers about our animal welfare standards and objectives. Where we see positive changes, we look to share this best practice across the wider Group. We also work with suppliers to put in place corrective actions where practices and progress has not met our expectations. In the event of unsatisfactory progress against our targets or agreed corrective actions, or non-compliance with the Supplier Code of Conduct, Compass may refuse to work with or take steps to terminate an agreement with any supplier.

**Examples:**

*Our UK&I business published an [Antibiotics Reduction Policy](#) and held a supplier workshop with involvement from Alliance to Save our Antibiotics. The policy sets out their ambition, and approach, to completely ban prophylactic antibiotic use.*

*In France, our procurement team outlines the welfare requirements of all species in procurement tenders. They also conduct regular supplier visits to understand challenges and how Compass can support suppliers to overcome them.*

*Suppliers of our meat and poultry category in Australia have signed a letter agreeing to the Five Freedoms of Animal Welfare.*

*In Canada, we align our procurement practices with national Codes of Practice developed through the National Farmed Animal Care Council (NFAACC). These Codes are built through a consensus-based, multi-stakeholder process and serve as the national standard for animal care. They include enforceable requirements and recommended practices, forming the foundation for welfare assessments and continuous improvement across the supply chain.*

### **(3) PARTNERSHIPS & ADVOCACY**

Collaboration is at the core of our commitment to animal welfare. By working closely with industry stakeholders, animal welfare organisations, and industry experts, as well as forming innovative partnerships with other businesses, we strive to exchange knowledge, share best practices, and maximise our collective efforts to make a meaningful difference.

We are working closely with our suppliers, partners, industry bodies and leading animal welfare organisations across the globe – including Compassion in World Farming, Global Food Partners, and Humane Society International – to continually research, develop and enhance our animal welfare standards and to influence national and regional standards and policies when appropriate.

#### **Examples:**

*As a founding member of The Global Animal Welfare Coalition for Animal Welfare (GCAW), we are working pre-competitively with other leading international food companies. Together, we have an opportunity to collectively address systemic barriers to change, share best practices and accelerate progress on key animal welfare issues at a faster pace than would otherwise be possible. We also understand that we can leverage our position to connect and influence key players in the value chain to drive structural change.*

*In the US, we are members of the Compassion in World Farming working group for broiler welfare, helping to create industry-wide actions on the issue. We regularly attend key industry meetings, such as: Mercy for Animal's first Trans-farmation event: Foster and Gather, the Perdue Animal Care Summit, and GCAW All Members Meeting. We hosted a senior level meeting with a large chicken supplier to discuss how we can advance the Better Chicken Commitment and visited chicken farms that have recently signed up for the BCC.*

### **(4) TRANSPARENCY & COMMUNICATION**

We see transparency as a crucial step to building trust. By openly communicating our efforts and achievements, we can nurture trust and enable stakeholders to understand the impact of our actions. By leveraging a range of communications channels, we can effectively communicate with clients and consumers, educating them about animal welfare issues and the steps we are taking. This increased awareness can lead to better informed consumer choices and support for ethical practices.

#### **Examples:**

*Compass' transparency and progress was very positively highlighted in Mercy for Animal's international cage-free egg-quity index.*

*In the US, our businesses use consumer facing print and digital materials that help educate and guide consumers on our higher welfare policies. Materials include promotion of cage-free eggs, reduced antibiotic poultry, no antibiotics, and their annual celebration of National Seafood Month. We also ensure that our chefs are knowledgeable about the products that they are purchasing. All items that*

*meet our sustainability policies are labelled in our ordering system so that chefs can easily identify animal proteins that are higher welfare.*

*In Australia, social and digital media, posters, table talkers and bulletins are also used to educate our consumers and clients on animal welfare standards.*

## **(5) CULINARY LEADERSHIP**

We've established Compass' Global Culinary Forum, a group of senior chef leaders from across our business who meet regularly to drive forward our strategic approach in important areas, including plant-forward meals and the reduction of food waste. Our Global Culinary Council regularly present their findings and progress to the Group Executive Committee and Board.

Consumer demand for plant-based meals is on the rise, and we continue to expand our offer of healthy, plant-based menu items across all sectors and locations. We are also engaging and educating consumers to make positive choices, nudging behavioural change through choice design techniques.

Our culinary teams and front-line colleagues tackle the global food waste challenge head-on, including adopting snout-to-tail cooking, using every edible part of an animal, rather than just the popular cuts.

### **Examples:**

*In Denmark, we have introduced “no more beef in the canteens” at several educational institutions. As a part of reducing animal-sourced foods we established a pilot project in 2023 to gain new insights to drive the popularity of plant-based meals.*

*In Canada, we promote plant-based dining through marketing campaigns, our Plantiful brand, and supporting our clients with commitments to increasing plant-based meals through programs such as Cool Foods Pledge, or Humane World for Animals Canada Forward Food commitments.*

*In France across our education business, at least one meal per week must be vegetarian. Our local sustainability programme, ‘LE PACTE restaurons demain’, promotes sustainable meals through the reduction of our carbon footprint. As part of this programme, we train our chefs in plant-based cooking techniques.*

*At Compass USA, we're committed to offering guests a wide range of vegan, vegetarian, and plant-forward options. Through culinary innovation, smart tools, and chef training, we're rethinking how food is prepared to support health and sustainability:*

- *We launched RePlant Your Menu to train chefs on the connection between food and climate, with a focus on reducing beef and increasing plant-based ingredients. A 2024 culinary training with influential chef Sam Kass further advanced this work.*
- *Across sectors, our impact is growing. 60% of Morrison Healthcare recipes are plant-forward; 53% are low carbon. “Plant-Powered” pop-ups showcase zero-waste, whole-plant cooking. Constantly evolving menus that reimagine classic dishes with plant-based ingredients.*
- *In 2024, we invested over \$50 million in plant-based protein alternatives and partnered with suppliers to expand offerings. From hospitals to campuses to corporate cafés, Compass USA is leading the shift to plant-forward dining.*

## CURRENT UPDATE

This document comprises the progress and achievements that each of our local country are making, and the best practices that are being shared and scaled across our global business.

### CHICKENS:

#### LAYING HENS:

Compass Group is committed to only sourcing cage free shell and liquid eggs in our kitchens globally by the end of 2025. In 2024, we continued to make significant progress towards our commitment with 80% of our liquid eggs and 52% of our shell eggs being cage free. See a full regional breakdown in Tables 2 and 3.

- In Europe, several markets including the UK&I, Finland, Denmark, Germany and Switzerland, have now met 100% cage free for both liquid and shell eggs.
- In the US, deviation from our previously published roadmap is due to supply chain disruptions caused by an avian influenza outbreak that is affecting the entire industry. We are working hard to overcome these industry obstacles and are confident we will meet our commitment to reach 100% by the end of 2025.
  - During the year we have secured more cage free liquid egg availability. As a result, and wherever possible, we have worked hard to transition away from shell eggs to liquid eggs.
  - This effort has led to 80% of our combined egg purchases being cage free, despite the avian influenza outbreak and product shortages.
- In Turkey, we made significant progress by partnering with a retailer to put in place a co-buying agreement. The shift accelerated in the second half of the year, and we are well on our way to meeting the year-end deadline. Liquid volumes have reduced over time and have now become negligible.
- In our Asia Pacific region, we continue to work closely with our suppliers and NGOs to build cage free egg capacity.
  - Our procurement teams have been collaborating internally to identify opportunities to drive progress together.
  - We have also been exploring co-buying and collaboration opportunities with other global and regional companies.
  - This topic had also been the focus of several GCAW sessions.
  - By joining forces, we can leverage collective buying power to increase the availability of cage free eggs in our markets.

To achieve our cage free egg target, we are prioritising physical supply. In areas where we the industry is experiencing availability challenges, we are pursuing a range of alternative tactics, including but not limited to: purchasing egg credits, funding animal welfare initiatives through the Compass Group Foundation, and participating in cross-industry working groups like the Global Coalition for Animal Welfare (GCAW).

Table 2. Shell egg progress and roadmap breakdown

SHELL EGGS	PROGRESS			ROADMAPS
	2021/22	2022/23	2023/24	End 2025
North America	73%	63%	70%	100%
Europe & Middle East	30%	41%	60%	100%
UK & Ireland	85%	99%	100%	100%
Europe	56%	74%	90%	100%
Middle East & Türkiye	>5%	>5%	38%	100%
Asia Pacific	14%	15%	15%	100%

Table 3. Liquid egg progress and roadmap breakdown

LIQUID EGGS	PROGRESS			ROADMAPS
	2021/22	2022/23	2023/24	End 2025
North America	83%	86%	79%	100%
Europe & Middle East	24%	47%	90%	100%
UK & Ireland	49%	100%	99%	100%
Europe	25%	66%	93%	100%
Middle East & Türkiye	>5%	>5%	N.A*	100%
Asia Pacific	15%	29%	56%	100%

\* Liquid egg volumes have reduced over time and switched to shell, hence volumes have become negligible.

### BROILER CHICKENS:

We continue to make progress across our North America and European operations to align with the Better Chicken Commitment (BCC), working closely with suppliers and industry partners to improve animal welfare outcomes. The transition to BCC criteria is challenging, and we have proactively facilitated discussions between NGOs and industry level actors to discover solutions. The examples below highlight regional efforts and achievements in meeting key BCC criteria. See a full regional breakdown in Table 4.

- In Europe, our teams are working with our suppliers and industry players to drive the supply of BCC compliant chickens. We have conducted detailed work to understand the viability of each of the BCC elements to make progress where possible. Several of our European markets have made good progress against key BCC criteria.
  - In Switzerland, there is 100% compliance on maximum stocking density, air quality, no cages, and controlled atmospheric stunning, with 75% compliance on higher welfare breeds, lighting, and perch space. All poultry production from Swiss sources have raised seating areas and controlled access to a conservatory, which makes up at least 20% of the barn area. The animals are reared according to the strict guidelines of the Regular

Outdoor Exercise program standards (“RAUS”) animal husbandry concept. This voluntary federal programme provides contributions to support the additional costs of allowing animals to roam regularly. Chickens are only allowed to be transported for a maximum of 8 hours, and the stocking density is 30Kg/m<sup>2</sup>.

- Austria has achieved 100% compliance on air quality and stunning, and 50% on stocking density, lighting, and perch space.
- Finland and Denmark have both reached 100% compliance on air quality and cage-free housing.
- Poland has reached 50% compliance on cage-free housing.
- In France, compliance stands at 98% for no cages, 97% for air quality, and over 25% for lighting and perch space.
- The UK&I has reached 37% compliance on lighting, perch space, and no cages, and 29% on air quality and stocking density.
- In our US business:
  - Because there is limited-to-no supply of BCC compliant chicken available in the market, we are working with current and potential suppliers on their plans for integrating initiatives that align with the Better Chicken Commitment.
  - As this is a challenge the entire industry faces, the aim is to improve our progress and find a solution for the significant food waste that would be generated by purchasing the whole bird. Because there is no one-size-fits-all approach to our operations, we cannot use the whole bird equitably and ask suppliers to continue to seek other companies who can use other parts of the bird we can't.
  - Over the past year, we have conducted a comprehensive survey to assess and engage with current and potential suppliers on higher welfare breeds. Culinary teams are testing the slower growing birds, a critical step in moving towards product transitions once supply is available.
  - We are part of Compassion in World Farming's "Working Group for Broilers" to create industry-wide actions on the issue.
  - We are 99% compliant on the litter requirements stipulated in the BCC standards and have exceeded our 2024 goals for enrichments and stocking density.
- In our Australian business:
  - 99% of the chicken we bought was from lower stocking densities. The RSPCA approved standard is 28-34Kg/m<sup>2</sup> depending on shed ventilation type.
  - 92% of the chicken we bought met higher welfare measures vs conventional farmed chicken i.e. RSPCA approved farming scheme or free range.
  - 100% of the chicken we bought were free from beak trimming.

Table 4. BCC Progress by Region FY2024

BCC Requirements	Regions	
	Europe	USA
Maximum stocking density	13%	4%
Higher welfare breeds	5%	0%
Lighting	19%	5%
Enrichments / Perch space	20%	5%
Controlled atmospheric stunning	18%	5%
Supplier Audits	N/A	5%
Litter	N/A	99%
Air quality	44%	N/A
No cages	50%	N/A
EU animal welfare laws and regulations	Yes	N/A

### PIGS

- In the UK&I, our pork was either sourced from the UK where stalls are banned (32%) or from the EU where sow stalls are only used for a maximum of four weeks post service (68%).
- Compass Group USA remains committed to eliminating pork that comes from animals bred using gestation crates in its U.S. supply chain. As a step toward eliminating gestation crates, the aim is for pigs in group-housed environments to spend 5-7 days or fewer in gestation crates. As of March 2025, 83% of the pork we serve is from sows that do not live in gestation crates, or those living in group housed systems.
- In Europe:
  - There is 100% pre-slaughter stunning in the UK&I, Belgium, France, Italy, Norway, Sweden, Spain, and Portugal.
  - 100% of the livestock sourced is free from tail docking in Belgium, Finland, France, Germany, Norway, and Sweden.
  - 100% of pork in Sweden meets the UHM demands, a Swedish national agency for public procurement.
  - In Italy, last year, a key supplier of pork won the Good Pig Prize by Compassion in World Farming for its free from tail docking practices.

### CATTLE

- In the UK&I, 100% of the fresh milk sourced is certified to Red Tractor standards. The Red Tractor is the UK's largest food and farming scheme and each sector has specific standards. Dairy standards cover areas such as milking daily, safe, comfortable, and hygienic housing, transportation welfare and much more.
- In Australia and New Zealand, tethering is not permitted. Australian dairy standards do not support tail docking.
- In [June 2024](#), Compass Group Canada became the first major Canadian contract foodservice provider to join the Canadian Roundtable for Sustainable Beef. This partnership strengthens the business' commitment to responsible sourcing and allows us to contribute to improving the environmental, social, and economic sustainability of Canadian beef production.
- In Europe:
  - In Denmark 70% of all dairy products were organic.

- In Belgium, Finland, Italy, Norway, Sweden, and the UK&I, 100% of milk is sourced from cows that are not tethered, reflecting a deliberate sourcing choice that in some cases goes beyond legal minimums.
- In Switzerland, as a long-standing partner of the "Suckler Cow Switzerland" association, our main meat supplier in Switzerland is committed to suckler cow husbandry and is committed to animal-friendly and high-quality products. Rearing in the suckler cow herd is the natural form of husbandry that optimises animal welfare. After birth, the calf remains with its mother and is fed mainly on mother's milk - later it is fed on grass and hay. Grazing cattle spend at least six hours a day on the pasture from March to October. In winter, the herd remains in the barn with a spacious outdoor area and littered lying area.

## FISH

46% of fish and seafood sourced globally was sustainable.

- We are members of the Global Sustainable Seafood Initiative (GSSI). In 2024 we ran joint due diligence training sessions with representatives of GSSI to enable our procurement teams to make more informed and sustainable buying decisions.
- In the UK&I:
  - Since January 2024 prawns and shrimp is not sourced from females that have suffered eye ablation.
  - Since 2022 all tinned tuna has been sourced exclusively using low-impact methods - pole and line, trolling, or handline to minimise bycatch.
  - Fish and seafood products rated 4 or 5 on the Marine Conservation Society's 'Good Fish Guide' have been removed from our UK&I approved product lists since 2021.
- In Denmark:
  - We have joined the alliance to support sustainability within fisheries and aquaculture. The alliance is a committed partnership with a shared vision, aiming to work towards sustainable production, biodiversity, jobs, and animal welfare to ensure a "blue diet" for future generations. This purpose aligns with United Nations Sustainable Development Goal 14.
  - 80% of the salmon sourced was free from the practice of fasting for 72 hours before slaughter and 87% were stunned using either the stun chilling or percussion methods.

**Whilst all reasonable care has been taken to ensure that the information contained within this report is accurate and up to date, the information is not comprehensive and has not been independently verified. See our terms and conditions for more information: [www.compass-group.com/en/site-services/terms](http://www.compass-group.com/en/site-services/terms)**