



# 10

## ANIMAL WELFARE

### STANDARD

PILLARS 2 & 3  
SUSTAINABLE  
OPERATIONS &  
VALUE CHAINS



10

ANIMAL WELFARE

#### Commitment

Prevent and eliminate animal rights abuses and promote good animal welfare in the company's operations and value chain.

A Poultry farm.  
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Aligning a company's practices with the SDGs entails preventing and eliminating animal rights abuses and promoting animal welfare in their operations, value chain, and the broader ecosystem. This standard is particularly relevant for food companies whose product portfolio is comprised of animal-based foods (i.e., meat, dairy, fish) and/or whose value chain includes ranching, aquaculture, fishing, meatpacking, or animal testing.

Though not directly addressed by the SDGs, recent research suggests their achievement hinges on good animal welfare. Indeed 66 out of the 169 SDG targets, especially those concerning global hunger, responsible consumption patterns, and land- and marine-based ecosystem health, have been significantly linked to animal production.<sup>1</sup> Good animal welfare can increase productivity<sup>2</sup> and, as such, have positive impacts on poverty reduction and ameliorate

concerns over food security. Additionally, it can mitigate food safety concerns that arise from unhygienic and stressful conditions, overcrowding, antibiotic misuse, and other detrimental practices.<sup>3</sup> Similarly, the human-animal-environment interface is increasingly recognized as a major public health concern due to its relationship to the emergence of zoonotic diseases, food and water safety, and security threats, and antimicrobial resistance.<sup>4</sup> Finally, employing good animal welfare practices prevents social and environmental degradation such as local pollution (e.g., odors or air pollution from Concentrated Animal Feeding Operation);<sup>5</sup> poor mental health among workers (i.e., from chronically witnessing inhumane and violent practices);<sup>6</sup> habitat destruction from runoff, waste, and land-use changes;<sup>7</sup> and climate change (i.e., from greenhouse gas emissions).<sup>8</sup>



According to the World Organization for Animal Health (OIE), “animal welfare” is “the physical and mental state of an animal in relation to the conditions in which it lives and dies.”<sup>9</sup> “Good animal welfare” entails an animal being healthy, safe, well-fed, kept both comfortable and free from distress, pain, and fear; and allowed to exhibit behaviors it would in a natural state (e.g., grazing, moving freely). Constituents of “good animal welfare” include healthy feed; adequate, safe, and hygienic living conditions, including shelter from the elements; appropriate veterinary care including disease prevention and vaccination; and humane handling, transport, and slaughter.<sup>10</sup>

Despite well-established definitions of animal welfare by international organizations and initiatives, two-thirds of livestock animals are estimated to be raised in conditions that violate animal welfare standards.<sup>11</sup> Furthermore, upwards of 100 billion fish are farmed for food annually with “prevalent welfare problems in their slaughter, transport, handling and rearing [and] for which the severity and duration of distress” are often high.<sup>12</sup>

As more than 70 billion land animals are farmed for food annually,<sup>13</sup> and U.N. estimates suggest food production must double by 2050 from baseline measures in 2020,<sup>14</sup> food processing companies have a vital role to play in preventing animal rights abuses and establishing practices for good animal welfare in their value chains. In doing so, companies protect not only animal health but also contribute to improved human health, environmental sustainability, food security, and human wellbeing.



**SDG-ALIGNMENT:** THIS STANDARD CONTRIBUTES TO ACHIEVING THE FOLLOWING SDGS:



**SDG 3 – Good health and well-being**

**Target 3.4:** By 2030, reduce by one-third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and wellbeing.



**SDG 12 – Responsible consumption and production**

**Target 12.2:** By 2030, achieve the sustainable management and efficient use of natural resources

**Target 12.6:** Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle

**Target 12.7:** Promote public procurement practices that are sustainable, in accordance with national policies and priorities.



**SDG 15 – Life on land**

**Target 15.5:** Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species

**Target 15.7:** Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products

**Target 15.9:** By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies, and accounts

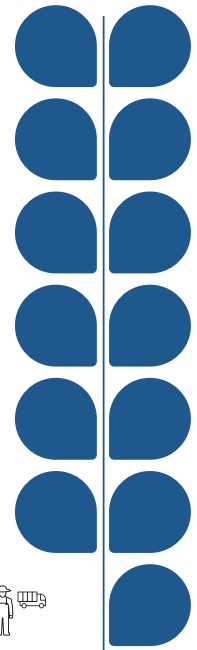
**Target 15.c:** Enhance global support for efforts to combat poaching and trafficking of protected species, including by increasing the capacity of local communities to pursue sustainable livelihood opportunities.



**SDG 14 – Life below water**

**Target 14.2:** By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience and take action for their restoration in order to achieve healthy and productive oceans.

**Target 14.4:** By 2020, effectively regulate harvesting and end overfishing, illegal, unreported, and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics.



SUSTAINABLE OPERATIONS  
SUSTAINABLE VALUE CHAINS



## STEPS TO MEET THE COMMITMENT

### 1. ADOPT A POLICY AND EMBED IT INTO GOVERNANCE AND MANAGEMENT SYSTEMS

#### 1.1. ADOPT A POLICY

The board or the most senior level of SDG-aligned companies adopt policy aligned with their public commitment to improve aquatic and farm animal welfare and respect the internationally-recognized right to health in their operations and business relationships, including animal testing, if relevant. The policy:

- Aligns with and references and references the standards listed in Box 25.
- Addresses all relevant categories of animals, including those kept for food production, as well as working and companion, laboratory, and wild animals. It also encompasses all products produced by a company and all actors across a value chain, regardless of geographic differences in animal welfare regulations.

#### BOX 25: INTERNATIONAL STANDARDS ON ANIMAL WELFARE

- FARMS initiative “Responsible Minimum Standards” as benchmark principles for farm animal welfare.<sup>15</sup>
- World Organization for Animal Health (OIE) standards for aquatic animal welfare.<sup>16</sup>

#### 1.2. EMBED THE POLICY INTO GOVERNANCE & MANAGEMENT SYSTEMS

To embed the policy, SDG-aligned companies:

- Communicate expectations for implementing the policy commitment internally and externally to their workforce, shareholders, subsidiaries’ governing bodies, and business relationships, including through contractual terms.
- Integrate the policy into the company’s procurement policy, responsible sourcing policy, contract terms with suppliers, clients, and other business relationships in the value chain, and partnerships within and beyond the food sector.<sup>17</sup>
- Integrate the policy into their by-laws and other governance documents (i.e., Code of Conduct, Code of Ethics).<sup>18</sup>
- Ensure their business practices and the incentives they create do not contradict the policy in form or substance.

### 2. ASSESS ACTUAL & POTENTIAL IMPACTS

SDG-aligned companies identify actual and potential negative impacts on animal rights or animal welfare within their business operations and value chains in accordance with OIE and FARMS initiative welfare standards. In order to systematically assess such impacts and instances of animal rights abuses or poor animal welfare on an ongoing basis, SDG-aligned companies:

- **Evaluate how their business model and common business practices incentivize or facilitate animal rights abuses or poor animal welfare.** This may include a value proposition that incentivizes producers to take shortcuts or increase production at the expense of animal welfare (e.g., overcrowding poultry houses, force molting) as well as workplace culture and regional practices.
- **Consult regularly with livestock and aquaculture workers or other potentially affected stakeholders** to assess the impacts of its operations and business relationships, recognizing that psychological harm can occur among workers who engage in animal cruelty.<sup>19</sup>



- **Regularly inspect facilities along the value chain**, including livestock operations, slaughterhouses, meatpacking sites, aquaculture operations, fishing boats, and laboratories, to ensure best practices and technologies are being utilized for animal treatment and safety. In particular, audits include:
  - Animal confinement, transport, and slaughtering practices are assessed by benchmarks in OIE and FARMS standards, such as the *Responsible Minimum Standards*, *Terrestrial Animal Health Code*, and *Aquatic Animal Health Code*.<sup>20</sup>
  - Nutritional quality of animal feed provided for animals in the company's operations and value chain, recognizing that the quality of nutrition for animals affects not only animal welfare but also the quality and productivity of the final animal protein intended for consumers.
  - The welfare of working, companion, and wild animals, including changes in land use (i.e., habitat destruction) or ecosystem degradation that could threaten wild animal populations.
- **Engage qualified and credible individual experts and expert organizations in on-site impact assessments** regarding the treatment of animals along the value chain. Companies consult with veterinary specialists to ensure proper dosages of antibiotics are used to reduce the risk of antimicrobial resistance (AMR) and ensure hygiene and proper treatment protocols such that risks of food poisoning are minimized, and animal welfare is optimized.
- **If applicable, assess the degree to which their animal testing practices** align with internationally recognized best practices.<sup>21</sup> For example, the International Organization for Standardization (ISO) now prohibits food companies that use the label “vegan” or “vegetarian” from pursuing animal experiments not required by law.<sup>22</sup>
- **Conduct assessments to ensure illegal animal trade is not present at any stage of the value chain**, in accordance with international law.<sup>23</sup> This includes audits of supply chains for minimization of zoonotic disease transfer (i.e., wet markets) and elimination of any illegally trafficked endangered species.
- Cooperate at a sector-wide and, where relevant, cross-sectoral level with governments, workers, international organizations, civil society organizations, and other stakeholders operating on the ground to identify activities and areas that are high-risk for poor animal welfare or related food safety breaches.

### 3. INTEGRATE BY SETTING TARGETS & TAKING ACTION

SDG-aligned companies integrate the findings of their comprehensive assessments of animal welfare and impacts outlined in **Step 2** into business decisions, processes, and functions by **setting targets** and then **taking action** to align with the standard within set target dates.

#### 3.1. SET TARGETS

SDG-aligned companies set specific, time-bound intermediate and long-term targets to eliminate and prevent animal rights abuses and poor animal welfare practices that are ambitious enough to contribute significantly to the SDGs' achievement. The intermediate targets are relevant for companies to monitor their and their business relationships' continuous improvement towards meeting the standard. Where possible, indicators measure outcomes, rather than outputs or activities, and are relative, rather than absolute, and express companies' goals in terms of percent-based metrics.

These targets are tailored to the business activities and relationships of companies and based on their assessments of poor animal welfare the company may be linked to, contribute to, or cause. In addition, companies utilize internationally recognized OIE<sup>24</sup> and FARMS<sup>25</sup> standards as well as the “3R” framework<sup>a</sup> for humane animal research to inform their targets and indicators.

The following are some examples of performance indicators to track progress over time:

- By 2030, 100% of relevant business relationships utilize best practices for humane slaughter for livestock type.
  - By 2025, 50% of relevant business relationships utilize controlled atmosphere killing (CAK) for poultry slaughter.
  - By 2030, 100% of relevant business relationships utilize CAK for poultry slaughter.
- By 2030, 100% of business relationships meet humane transport standards.
  - By 2025, 70% of business relationships transport live animals to slaughterhouses in under 8 hours.
  - By 2025, 100% of business relationships have eliminated the use of electric prods to drive animals.

a. The 3R framework guides three overarching objectives to promote more human and ethical animal research: reduction in numbers of animals, refinement of experimental methods, and replacement of animals with non-animal techniques; NC3Rs, “The 3Rs,” 2021, <https://www.nc3rs.org.uk/the-3rs>.





- By 2030, 100% of business relationships have optimized environments for animal welfare for specific livestock types.
  - By 2025, 70% of business relationships have no more than 5 hens per m2 of henhouse floor or usable space.
  - By 2025, 70% of business relationships graze all dairy cattle outdoors on appropriate pasture with suitable protection from the elements (e.g., shed, sufficient tree shade) during all possible days when weather permits (i.e., when temperature or precipitation are not detrimental to animal welfare).

### 3.2. TAKE ACTION

Where an SDG-aligned company identifies actual or potential animal rights abuses or poor animal welfare in its operations, it takes action to cease, prevent, and mitigate them to align with the standard. Where a company identifies actual or potential of animal rights abuses in its value chain, it uses and increases its leverage to prevent, mitigate, and remediate these risks.

Depending on assessment findings, measures to address actual or potential animal welfare impacts could include:

- **Choosing to source from suppliers that have adopted or have immediate plans to adopt, with company support, production methods that protect animal welfare.** In particular:
  - **Engage with suppliers identified to have not complied with animal rights standards** to influence their practices. Where they are not willing or capable of prompt transition, as a last resort, terminate the relationship. Engage with suppliers classified as, or sourcing from, CAFOs and suppliers that have any of the following practices:
    - **Intensive, close, and forced confinement methods** including the use of sow/gestation crates, veal crates, battery cages, and individual penning; force-feeding; and inappropriately high stocking densities, especially of naturally solitary animals.
    - **Mutilation**, including practices such as dehorning, beak trimming, castration, teeth-clipping, and tail-docking.
  - **Ensuring genetics selection of animals does not compromise animal welfare** (i.e., prioritizing meat yield over chicken motility) and working to source from producers that produce breeds with proven welfare outcomes.

- **Adjusting production methods that are in tension with the ability to respect animal rights and welfare in their operations and value chain, and using leverage to influence and build capacity among suppliers**, including through the provision of financial supports and incentives to align with the standard and employ best practices in humane animal treatment,<sup>b</sup> especially with regard to:
  - **Physical Environment:** Ensuring that the five freedoms<sup>c</sup> are upheld for all animals in their value chains. In particular, the company ensures animal-welfare aligned environments with respect to:
    - **Confinement and housing:** Ensuring that business relationships provide safe and ample space; protection from predators; comfortable and sanitary substrates (i.e., walking and resting surfaces); proper lighting; adequate ventilation, temperature control, humidity regulation, and air quality; and proper social grouping (i.e., minimizing the risk of distress when solitary animals are in close proximity or, conversely, when social animals are housed individually). Weather permitting, animals are provided access to the outdoors, but in conjunction with adequate shelter and protection from the elements and supplemental feed and water.
    - **Enrichment:** The company uses its leverage to support business relationships in providing adequate, accessible, and species-appropriate enrichment elements (e.g., brushes for cattle, dust baths for chickens) that provide stimulation and opportunities for animals to display natural behaviors.
    - **Nutrition:** The company ensures that business relationships provide sufficient, clean water sources and appropriate quantities and qualities of feeds that meet species-specific nutrient requirements. Where possible, the company supports business relationships in transitioning to pastured or combination systems that allow animals to forage or graze when weather conditions permit, which promotes the expression of natural behaviors and animal wellbeing.

b. Best practices align with internationally-recognized standards found in: OIE, "Terrestrial Animal Health Code," 2021, <https://www.oie.int/en/what-we-do/standards/codes-and-manuals/terrestrial-code-online-access/>; Nicky Amos, Rory Sullivan, and Heleen van de Weerd, "The Business Benchmark on Farm Animal Welfare Methodology Report 2018," *SSRN Electronic Journal*, 2019, [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=3349679](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3349679); OIE, "Aquatic Animal Health Code," 2021, <https://www.oie.int/en/what-we-do/standards/codes-and-manuals/aquatic-code-online-access/>; FARMS Initiative, "Principles Underlying the Responsible Minimum Standards," 2021, <https://www.farms-initiative.com/wp-content/uploads/2021/02/PRINCIPLES-OF-RMS-COPYRIGHT-FARMS-INITIATIVE-2021.pdf>.

c. The internationally recognized 'five freedoms' include: freedom from hunger, thirst and malnutrition; freedom from fear and distress; freedom from physical and thermal discomfort; freedom from pain, injury and disease; and freedom to express normal patterns of behavior.



- **Health management and veterinary care:** The company uses its leverage and supports each relevant business relationships in establishing, improving, or upholding a comprehensive animal health management program that is designed in conjunction with veterinary expertise for the specific operational conditions and species and whose scope includes both promotion of optimal animal health as well as disease prevention and control. The program includes appropriate protocols for all salient aspects of animal health, including:<sup>26</sup>
  - Prevention of disease and parasitic infections through hygiene, vaccinations, etc.
  - Prevention of species-specific health conditions (e.g., lameness and mastitis in cattle).
  - Regular inspection protocols for animal handlers to monitor animal health statuses and recognize early specific and non-specific symptoms of disease.
  - Regular and as-needed (i.e., in the case of injury or illness) veterinary care.
  - Immediate and ongoing care of non-ambulatory and sick animals, including isolation and prompt treatment. If, and only after, adequate treatment has failed and recovery is highly improbable, animals are humanely euthanized in accordance with animal rights standards.<sup>27</sup>
  - Pain management in the case of injury or procedures that are unavoidable.
  - Use of antimicrobials, including avoidance of their use prophylactically and of the use of other growth-promoting substances that can compromise animal welfare by exceeding their physiological productive or reproductive capacities.
- **Ensuring that business relationships employ humane transport and slaughtering practices,** including by minimizing transport time, optimizing holding conditions (i.e., minimizing stress by providing quiet and calm environments, removing distractions and dead ends, installing silencers, etc.), utilization of the most effective and humane pre-slaughter stunning methods, and proper oxygenation and water quality for farmed fish while awaiting slaughter.
- **Conducting proper worker capacity building** to provide humane alternatives to internal practices or practices along the value chain that are found to be discordant with good animal welfare. Handling methods result in positive outcomes for both animals and handlers, including mental health impacts for workers; methods should prevent injury, stress, trauma, and panic for both parties. SDG-aligned companies work with business relationships, including through the provision of training and expert consultation, to build skills and knowledge around best practices and animal welfare standards.<sup>28</sup>
- **Striving, where possible, to introduce and emphasize plant-based alternatives or modifying product lines to reduce or substitute animal-intensive foods** (e.g., offering plant-based protein products<sup>d</sup>), focusing on phasing out products that are most susceptible to animal welfare impacts, and/or animal welfare-related food safety hazards.
- **Eliminating the use of testing on animals** wherever possible. Where this is not possible, focusing on partial replacement (i.e., the substitution of animals that are thought to have no concept of suffering for those that do, according to current science) followed by options that include substantially reducing or refining animal testing efforts to protect animal welfare, especially when considering that the stress induced by testing may bias study results.<sup>29</sup>
- **Using leverage to advocate for increased transparency and higher standards for food labels, claims, and animal welfare-oriented consumer-facing certifications** (such as labels that are potentially misleading for animal welfare purposes. e.g., “free-range” or “antibiotic-free”) to help consumers make purchasing choices that support animal welfare. SDG-aligned companies advocate for the industry to market its animal care standards holistically and accurately. The companies also invest in the research and development of humane livestock practices and, where appropriate, support animal welfare policies that propose and require higher standards for the industry at large. Conversely, the companies do not engage in lobbying for animal-welfare regulation that would negatively affect transparency and accountability (such as ‘ag-gag’/anti-whistleblower laws<sup>30</sup>) and, instead, actively oppose such legislation.

d. Dietary shifts toward more plant-based foods that maintain protein intake and other nutritional needs could reduce agricultural air quality-related mortality by 68 to 83%; Nina G. G. Domingo et al., “Air Quality-Related Health Damages of Food,” *Proceedings of the National Academy of Sciences* 118, no. 20 (May 18, 2021), <https://doi.org/10.1073/pnas.2013637118>.



## 4. ESTABLISH AND PARTICIPATE IN EFFECTIVE GRIEVANCE MECHANISMS & PROVIDE OR ENABLE REMEDY

### 4.1. ESTABLISH GRIEVANCE MECHANISMS

SDG-aligned companies establish effective grievance mechanisms that are accessible to stakeholders to report animal rights abuses or instances of poor animal welfare. The grievance mechanisms value violations of the standard and determine the appropriate remedy for impacts on animals, humans, and the environment.

### 4.2. COOPERATE IN STATE-BASED GRIEVANCE MECHANISMS

SDG-aligned companies commit to respectful, equitable, and transparent cooperation with judicial grievance and remediation processes, where relevant. Where State-based mechanisms order sanctions or remedy, the company complies and uses leverage to ensure its business relationships comply.

### 4.3. PROVIDE OR ENABLE REMEDY

When an SDG-aligned company identifies that they have, even inadvertently, caused or contributed to poor animal welfare, and resulting damage to animal health, human health, worker psychological wellbeing, or environmental sustainability, in its operations or value chains, it acknowledges its part in the harm done and provides remedy. Where the company did not directly cause harm, it enables remedy through legitimate processes.

Any measures to provide, contribute to or enable remedy is designed in partnership with those impacted and credible, qualified experts. Examples of remedy measures include:

- Working with suppliers to provide rehabilitation and restoration, including daily care and medical treatment per animal welfare and veterinary expertise, for animals that have undergone abuse and/or are in critical condition.
- Providing ecosystem rehabilitation for environmental damages resultant from mistreatment of animals or irresponsible livestock practices (such as water pollution or contamination) in collaboration with local governments and communities, including Indigenous and farmer communities.
- Providing remedy, including workers compensation and enhanced behavioral health benefits (i.e., psychological care), for any human physical and psychological harm that was caused under the conditions of poor animal treatment or subpar working conditions, particularly in meatpacking.<sup>31</sup>

## 5. TRACK PERFORMANCE

SDG-aligned companies track the implementation of measures to meet the standard within their target dates through qualitative and/or quantitative outcome-based performance indicators. The company partners with credible and qualified, independent experts, suppliers; workers; government institutions; civil society organizations, particularly animal welfare groups, and other stakeholders to design and implement effective tracking and monitoring mechanisms, including the selection of appropriate performance indicators.

The following are some examples of performance indicators to track progress over time in improving animal welfare across the company and its value chain:

- Percentage of livestock or fish that are sourced from producers that stock at or below established, species-specific stocking densities for welfare.<sup>e</sup>
- Percentage of animal livestock provided outdoor access for all days that weather permits.
- Percentage of laying hens free from beak trimming.
- Percentage of livestock provided high-quality animal feed and nutrition, as determined by veterinary expertise and established animal welfare nutrition standards.
- Percentage of livestock administered antibiotics in appropriate doses for therapeutic reasons only.
- Percent sourcing of animal-based ingredients sourced from slaughterhouses that utilize species-specific, international best practices, such as controlled atmosphere killing.<sup>32</sup>
- The number of incidents per reporting period of injury, disease, and malnutrition in animals in the company's operations.
- Trends in veterinary scoring of animals' preferences, motivations, and aversions as proxies for humane handling and environmental adequacy, including enrichment efforts.<sup>33</sup>
- Percentage of facilities and plants for animal-derived products that meet higher welfare standards, as audited or certified by independent third parties, such as OIE standards.
- Percent replacement of animals with humane alternatives in testing practices.<sup>34</sup>
- Percentage of animal-based proteins replaced by plant-based or humane alternatives.<sup>35</sup>

e. Details on acceptable stocking densities can be found in: Nicky Amos, Rory Sullivan, and Heleen van de Weerd, "The Business Benchmark on Farm Animal Welfare Methodology Report 2018," *SSRN Electronic Journal*, 2019, [https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=3349679](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3349679).





## 6. DISCLOSE PERFORMANCE

To enable transparency and accountability, SDG-aligned companies communicate publicly on their performance against their animal welfare commitment and targets, particularly when concerns are raised by or on behalf of affected stakeholders. Where relevant, SDG-aligned companies also share aggregate data and high-level findings directly with affected stakeholders and organizations, including human rights organizations and researchers.

Regular public disclosure is accurate, clear, accessible, and third-party verified information about the actual and potential impacts on animal welfare in their operations and value chain, their efforts to address these to implement their policy commitment, and performance against targets. Disclosure includes sufficient information to evaluate the adequacy of the company's approach and activities. Formal disclosure includes information on the following:

- **Findings of the animal welfare assessment**, including specific handling, environmental, confinement, feeding, healthcare, transport, or stocking practices and geographical locations of operations in the company's value chain found to be actual or potential risks to animal rights abuses or causes of poor animal welfare. The company also discloses how it arrived at the results of this assessment, including any expert involvement and established standards (e.g., FARM Initiative's "Responsible Minimum Standards") used as metrics.
- **Measures undertaken during the reporting period to cease practices associated with animal rights abuses and to promote good animal welfare.** This includes information on changes across the value chain to animal handling, housing/confinement, healthcare, feeding practices, environmental conditions, transport, and slaughter. It also includes changes in any direct activities undertaken by the company, including animal testing. Finally, the company discloses contractual changes with suppliers, specifying what animal welfare requirements were implemented, and supports (i.e., financial incentives or extension services) were provided to aid suppliers in complying.
- **Any measures the company has taken with industry partners, civil society organizations, multi-stakeholder groups, governments, and other stakeholders** to address animal welfare or to standardize labeling of animal welfare benefits of products.
- **Progress on relevant performance indicators, even when progress is not as good as expected and the targets set are not met.** When the company fails to meet its targets, it discloses key learnings and delineates how it is modifying its strategy and efforts to still achieve intermediate and long-term targets to align its company's practices with the SDGs and ensure good animal welfare across its value chain.
- **Any cases where animal rights abuses were identified, specifying how they were identified,** what elements of the standard were violated, and the steps taken to both remedy the impact and prevent further such impacts, including changes to contractual agreements or sourcing partnerships (e.g., termination of relationship) and capacity building activities.

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## ENDNOTES

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17. Know The Chain, "Benchmark Methodology – Food & Beverage Sector," 2019, [https://knowthechain.org/wp-content/uploads/KTC\\_Benchmark\\_Methodology\\_FB\\_2020\\_21.pdf](https://knowthechain.org/wp-content/uploads/KTC_Benchmark_Methodology_FB_2020_21.pdf).
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