

Independent Veterinarian Review of Cranswick's Pig Farming Operations

SUMMARY OF FINDINGS AND RECOMMENDATIONS

11TH NOVEMBER 2025

1. Executive summary

In response to footage of unacceptable behaviour filmed at North Moor Farm and publicised in May 2025, Cranswick has implemented new on farm procedures and commissioned an Independent Veterinarian Review. The review assessed compliance with legal, industry and retailer animal welfare standards across Cranswick's pig farming operations.

- i) **Key findings:** The Cranswick farms visited were found to be compliant with relevant legislation and farm assurance welfare standards at the time of the visit. The behaviours seen in the films were not observed during the visits and there was no evidence of poor handling and treatment of pigs on farm during the visits. The actions seen in the investigative films were not deemed to be representative of Cranswick's normal operating procedures.
- ii) **Recommendations:** The review made 44 recommendations, see Appendix 1, to improve standards on Cranswick farms. These can be grouped under five headings, and include:
 - a. the standardisation of farming practices and procedures across all Cranswick group company pig farms.
 - b. increased use of surveillance systems incorporating AI technology.
 - c. improvements in the culture and working practices on farms for Cranswick employees.
 - d. increased focus on animal health and welfare outcomes.
 - e. collaboration with the industry, Red Tractor, and key customers to develop improved welfare standards, including a focus on the "five freedoms" principles.
- iii) **Cranswick's response:** Cranswick accepts the findings of the review and will implement changes to respond to the key recommendations. This will include:
 - a. a timetable to deliver the recommendations in the full report to be completed by the end of December 2025.
 - b. the introduction of standardised working practices and procedures across all Cranswick farms.
 - c. the continued installation of advanced AI enabled CCTV surveillance technology to review and implement good practice and to monitor ongoing health and welfare measures.
 - d. a strategic review of employee training, working practices and on farm culture. This will include an enhanced training programme, delivered regularly by vets and farm welfare experts.
 - e. the introduction of five new welfare officer roles and the creation of dedicated Cranswick Animal Welfare officers, to manage on farm compliance and support welfare improvement programmes.
 - f. the incorporation of the new updated welfare procedures into Cranswick's formal ESG programme, including formal progress reviews with the Board.
 - g. investing over £40m across the next three years to improve and modernise the Cranswick pig farming operations.

2. Background

Since 2013, Cranswick has grown its pig farming operations through a combination of acquisition and organic growth. This has accelerated since 2018, when the business started farming pigs to the Red Tractor (indoor) scheme through White Rose Farms and the acquisition of Elsham Linc in August 2023. Today, the business operates five farming companies, rearing pigs to either the Red Tractor or RSPCA Assured standards.

Cranswick directly operates around 100 farms and employs over 600 colleagues. It also has 300 third party farm partners, rearing Cranswick's pigs and operating to Cranswick's standards. In total, these farms produce approximately 35,000 finished pigs per week for Cranswick's processing sites.

In May 2025, practices filmed covertly at North Moor Farm - part of Elsham Linc – were shared with Cranswick, its customers and the media. These included footage of the unacceptable treatment of pigs by some farm staff including sick pigs reportedly left untreated and excessive use of manual blunt force trauma on farm.

3. Actions implemented since May 2025

After viewing the footage, an immediate Cranswick investigation resulted in major changes to the operation of their pig farms. These changes were made to improve the welfare practices and ensure clarity for farm-based employees relating to their roles and responsibilities.

The measures taken to date can be seen in Appendix 2 and include changes to pig handling procedures, introducing a ban on the use of blunt force trauma, the installation of AI enabled CCTV and additional staff training measures. The Independent Veterinarian Review was also commissioned in May 2025.

4. Project scope – Independent Veterinary Review

An independent veterinarian led review was commissioned to provide an objective assessment of compliance of Cranswick's animal welfare standards with applicable legal requirements, industry assurance schemes (RSPCA Assured and Red Tractor) alongside retail and foodservice customer standards. The review was also tasked to highlight any material shortcomings or areas for improvement relating to animal welfare (with a particular focus on the culture on farm).

The review was conducted by an independent vet with significant experience of animal welfare research, consultancy and training (see Appendix 3). Unannounced visits were undertaken to 20 separate pig farms operated by Cranswick and its supply chain in June, July and August 2025. Cranswick provided data relating to all its pig farms, and farms were selected to review based on this data. Farms visited covered a range of different pig production systems and covered the key geographic regions in which Cranswick operates. Visits included unaccompanied staff interviews conducted on a "no names" basis.

5. Summary of findings from Veterinarian Review

The review found that Cranswick's standards and procedures complied with applicable legal requirements, industry assurance schemes, RSPCA Assured (where applicable), Red Tractor and retailer standards at the time of the visits. Where animal welfare concerns have been highlighted by the investigative video and media reports, the events observed in the video fell below the requirements of Cranswick's current standards and procedures.

The review found that none of the practices highlighted in the investigative video and the media were observed during the visits, but the review could not categorically state that such events could not occur on

other farms which were not visited, or at other times outside of the visit events. The review notes that Cranswick has made significant changes since the footage was released, including banning blunt force trauma, the recruitment of Animal & People Welfare Officers, the revision of some procedures and farm protocols, coupled with significant progress installing AI assisted CCTV cameras to assess 'how people work with the animals'.

The independent review did highlight that concrete slatted floors at some Cranswick indoor farms (and commonly used across indoor pig farms), did not fully justify Cranswick's relevant "Five Freedom's" animal welfare claims relating to freedom from discomfort ("Freedom from discomfort by providing an appropriate environment including shelter and a comfortable resting area") and recommendations are made in relation to this.

The review also made recommendations where scope for further improvement has been identified, along with wider industry-related welfare initiatives that should be considered. These recommendations can be grouped into key themes, and the Cranswick management team are evaluating how, and when, these measures will be implemented.

5.1. Standardised operations – integrate Cranswick farms into one Business Unit

The Cranswick farming operations span five businesses with some differences in policy and procedures. The recommendation is to move to a standardised procedure across all businesses. The recommendations are to:

- i. develop a new Cranswick Pig Standard (CPS) across all company operated farming businesses to cover the handling and welfare of the pigs with a centrally managed digital portal to ensure control and compliance.
- ii. further review of pig movement techniques to enhance welfare (such as outlawing the use of paddles) and improvements to the handling of pigs and handling facilities used during loading, especially at third party farms.
- iii. introduce regular welfare reporting and the creation of league tables to drive on farm improvements.
- iv. introduce a Cranswick Pig Standard for third party pig producers to cover requirements around the welfare and handling of pigs and to ensure that new staff training programmes are completed.

5.2. On farm management – greater welfare surveillance and monitoring

- i. Further installation of AI enabled CCTV surveillance systems across the Cranswick operated farm estate, prioritising indoor farm units. The cameras should assess staff handling of animals and the welfare of animals.
- ii. Continue to review optimum placement of cameras to include areas of greatest human and livestock interaction.
- iii. Adoption of a "test and learn" programme to maximise opportunities to learn from the AI CCTV monitoring. Utilise the AI cameras to improve staff behaviours, livestock welfare outcomes and use the footage to train and develop employees.

- iv. Monitoring of the day-to-day footage by Cranswick's Welfare Officers and other authorised employees to enable continuous improvements to the farming operations. In agreement with select third parties – customers, regulatory authorities and assurance schemes – footage should be made available on an ad-hoc basis, allowing for random selection of farms and cameras to be viewed.

5.3. Strategic employee review – focus on culture, behaviours and benefits

- i. An increased focus on staff training programmes should be introduced. This needs to include additional modules relating to understanding welfare and animal sentience, monitoring pig health, handling livestock and euthanasia training. This training will be led by the vets who visit Cranswick farms.
- ii. A strategic review of the roles and responsibilities of employees and the working practices should be conducted to ensure the welfare of the livestock is protected. Consideration should be given to the introduction of technical specialists, for example, those responsible for service and farrowing. A review of farm staff pay scales, shift patterns and additional benefits should be included in the analysis.
- iii. Cranswick employees should be reminded of their legal responsibilities as animal carers, reminded of the anonymous whistleblowing service available and be encouraged to report any animal, and people, welfare concerns. In addition, a general programme of improving the culture should be considered to reinforce the positive animal welfare and animal handling behaviours of staff that are required on farm.

5.4. Further enhancing animal health and welfare

The report acknowledged that Cranswick was currently undertaking work to improve some of the health and welfare policies in place. However, Cranswick should increase the focus of work on the impact of human interventions to improve conditions for the pigs. This includes the following:

- i. continued focus to reduce the use of antibiotics and work on overall welfare standards to ensure that antimicrobial use is not in place of good levels of animal welfare and compassionate animal care.
- ii. increase the current work with vets, genetics companies and advisors to reduce health and welfare interventions, such as tail docking, teeth grinding and the use of nose rings.
- iii. work with industry experts to improve health outcomes for pigs, including a clear management plan to reduce risks. This should include identifying causes and improving treatment of hernias, prolapses and ear tip necrosis.
- iv. invest resources to investigate opportunities to improve enrichment materials for indoor pigs reared without straw, to promote behavioural choices in the pigs and help to reduce the incidence of tail and ear biting.

5.5. Creating change and leading the industry

The report referenced considerations for lifting the standards of current permissible practices on UK pig farms. As the UK's largest pig producer, Cranswick should also consider wider industry changes to improve welfare conditions, including working with the Red Tractor and Cranswick customers to create an enhanced welfare standard for indoor pigs, and to:

- i. continue to work to increase available space for pigs; new Cranswick farms can provide more space than the current Red Tractor standard.
- ii. roll out the flexible farrowing system to provide more space for sows, whilst protecting piglets, during the farrowing stage.
- iii. engage further with the Farm Animal Welfare Council's "Five Freedoms" principles; with particular emphasis on "freedom from discomfort" and "freedom to express normal behaviour". This will also include trialing new enrichments and evaluating options for concrete floor areas to improve comfort for the animals.

6. Cranswick's response to the review

The health and welfare of the pigs we rear is, and always will be, our priority. Since the footage of unacceptable practices was shared in May 2025, the business has acted swiftly to address the poor human behaviours and lapses in welfare standards captured in the footage.

This report has outlined key measures that Cranswick has accepted and committed to implement. The management team are working through the detail and timing implications to deliver these changes.

Cranswick will:

- i. Standardise operating procedures and policies and create a new Cranswick Pig Standard to ensure adherence to the legal requirements, accreditation standards and specific customer requirements. This will be in a single document and available on a digital portal.
- ii. Continue to roll out the advanced surveillance systems at farms, prioritising indoor units. This will be used to monitor human behaviours and activities at farms and how the pigs are handled and looked after. The footage will be used to provide training and development material. It will also be used for compliance purposes and to ensure standards are met.
- iii. Continue to improve the training programmes, development and behaviours of our farm colleagues to ensure that the welfare of the pigs in their care is the priority. This will be a combination of practical, hands-on experience and understanding of principles. The training will be delivered through independent vets and animal welfare experts employed by Cranswick.
- iv. Embed the five new Welfare Officer positions into the Cranswick farm compliance teams. They will work to support the farm-based colleagues, offering support, guidance and enhanced training as required.
- v. Create a dedicated Animal Welfare Office to allow the welfare and R&D teams to work separately from the farm operations teams. It will be used to facilitate research on improved health and welfare standards, as well as managing compliance to the standards and operations in place. This will open in early 2026.
- vi. Engage with Red Tractor, customers and third-party producers to understand the feasibility and timings of the introduction of an enhanced welfare standard for indoor pigs.
- vii. Invest over £40m in the next three years to deliver the plan to improve the farming infrastructure and the overall health and welfare outcomes for the pigs we rear.
- viii. Review the animal welfare outcomes as part of the wider Cranswick ESG programme.
- ix. Establish a detailed action plan to deliver these recommendations, the plan to be developed by the end of December 2025.

The Cranswick Board are committed to ensuring that these actions are put in place and delivered in a timely manner. The team will work with all major stakeholders to update on progress and understand how to ensure key findings from this review are able to be shared for the benefit of the wider pig producing sector.

Appendix 1 - Full recommendations from Report

1	Recommendation - Integration of the Cranswick businesses - the separate nature of the Cranswick pig companies (Wayland Farms, Wold Farms, White Rose Farms, Elsham Linc, JSR Commercial, JSR Genetics) may give the businesses useful autonomy. However, for the purposes of overarching policies (for example key welfare policies) and for Cranswick to be able to show unified approaches and unified solutions - then integration of documentation, standards and policies across all the companies may help to harmonise approaches and protocols linked to animal welfare.
2	Recommendation – Extranet Portal - because of the sheer volume of standard requirement material from Red Tractor, RSPCA Assured, Retailers, The Law, Codes of Practice, and Cranswick company procedures - it is recommended that a Cranswick Portal is developed so that farmers, fieldsman, transporters can; a) see all the requirements and current documents and standards ‘in one place’ b) be (more) confident that they are using the most current version of requirements c) see what the current Cranswick procedures are d) If feasible, have a part of the portal which shows all of the standard requirements and procedures grouped together in each area - for example, housing, animal health, training, euthanasia procedures, handling procedures.
3	Recommendation - Document control - that all key documents should have a date of issue (an actual date not a ‘year’), the date when the policy or procedure is to be implemented, a named person who they can contact with queries about the document, and a revision number - this will help prevent people from saying ‘we thought we had the right procedure’ when they are actually still using outdated or superseded procedures and documents.
4	Recommendation - Farm assurance, an important tool for resource priorities - It is recommended that the following areas, commonly identified in assurance NCs, are given particular priority - Maintenance, sharp metal, Insufficient bedding, Poor drinker working leading to poor water supply, Untreated animals, Animals requiring euthanasia, Verification that animal checks are being made.
5	Recommendation - Ranking Non Compliances - Cranswick companies should rate the non compliances they receive from external farm assurance and retailer audits, and from their own internal audit process, and establish a risk ranking to help direct resources (new equipment, maintenance, more straw use, increased work input) based on animal welfare risk (similarly also possible for people safety risk, or medicine residue risk, or animal disease risk etc.) and have a system of close out.

6	Recommendation - Risk reduction and CCTV - because the reputation of farm assurance organisations and retailers (RSPCA Assured, Red Tractor and retailers) is intimately linked with shared trust - Cranswick should continue to engage with the farm assurance organisations to find ways to decrease the risk 'once the inspection is over', that things will be done as expected. Engagement could, for example, include capacity for the assurance bodies and / or retailers to access live CCTV at any time, and not just to allow review of past and current footage as part of an assurance visit audit.
7	Recommendation - Target Farms with poor Welfare Performance - Cranswick would (and already does sometimes) voluntarily invite, and pay for, higher frequencies of unannounced inspections by third party assurance inspectors, at sites where they (Cranswick) identify increased risk. Cranswick can, and do, increase their own internal audit frequency in cases where increased risk is identified - but by being transparent and inviting additional external body inspection to higher risk sites, then it is likely that trust and confidence would be promoted.
8	Recommendation - Outcome measures - Cranswick farms do routinely engage in collection of production and animal health and outcome measures for retailer KPIs and engage with outcome measures within the RSPCA Assured assurance. Quarterly Vet Reports (QVRs) also contain information on health, disease and welfare trends. As Cranswick make claims about outcome measures in their Animal Welfare policy document, and do publish some outcome data on abattoir measures, it is recommended that Cranswick farms also publish summaries of their analysis of pig health and outcome measures on farm, to show trends and to promote reduction in health and welfare issues.
9	Recommendation - Cranswick could lead the way on consideration of reduced stocking density - toward the end of finishing, particularly in indoor housed systems, the space per animal starts to be compromised. Of course, the producer wishes (and will state that he or she 'needs' to use the space in the shed to maximum economic advantage) but, it may be that Cranswick would wish to offer 'more space indoor' categories of pigs as a retailer option.
10	Recommendation - Comfort on Concrete - To meet the five freedoms requirement about comfort - provision of 'a comfortable resting area' - Cranswick should carry out trials in improving pig comfort on slats - one way perhaps being by use of an area containing mats in all pens, and not just in hospital pens.
11	Recommendation - Cranswick could lead the way - There is currently no tiered Red Tractor standard for pigs, but, in line with the tiered standards for broiler chickens (Red Tractor Chicken, and Indoor Enhanced Welfare) it may be appropriate for Cranswick, working with the standard owner Red Tractor to consider an enhanced indoor welfare standard which brings increased coverage of the detail of the Five freedom clauses, including the one about comfort.

12	Recommendation - Hospital pens - are areas of high animal welfare and animal health risk. The pigs in hospital pens have been identified as needing extra care and support, or rapid and effective euthanasia. If they get this, great - but if they don't - hospital pens can end up containing problem animals that linger around, not getting fully the treatment they need, neither getting rapid humane resolution. It is recommended that where feasible, specific pens are identified as suitable for hospital pens, and that these have mats, perhaps heat mats (if appropriate to the size of the pig) and these pens are observed by CCTV.
13	Recommendation - Hygiene of pens - that Cranswick carry out a review of pen hygiene across its farms. Scraping passages, washing, bedding up and removing straw - these are the day to day tasks of farming, but, if not done to good standard, pig cleanliness, pig comfort, biosecurity and skin and general disease incidence can be affected - and Cranswick companies can greatly influence this by setting a high requirement and providing the resource (people, equipment, straw, water etc.) to achieve it. Such a review to be conducted annually to drive up standards.
14	Recommendation - Service surveillance - it is recommended that service areas are a place where CCTV could be of real impact in influencing staff behaviour because the service area is usually quite small, and a lot of concentrated activity, including a lot of pig movement and human contact takes place there.
15	Recommendation - Farrowing staff as recognised specialists - staff who work with sows during farrowing, particularly in indoor confined farrowing - could or should be 'recognised' as specialists in the pig business, and given recognition (and perhaps pay in accord) that reflects the responsibility and impact on welfare of how the sow and piglets are treated around farrowing time.
16	Recommendation - Agree and publish the timing of a move to flexible or freedom farrowing - agree to a time-bound target date (as stated in the Cranswick policy) for an end to conventional close confinement crates, and implementation of flexible farrowing systems, or free farrowing across Cranswick companies. There will be cost of investment, and loss of capacity (for example, flexible farrowing systems require more building space per farrowing place) to be considered, and this will require retailers and the consumer to accept the increased cost of production offset by animal welfare gains.

17	Recommendation - Enrichments - that Cranswick farms engage with research and trials which move their indoor pigs from the 'suboptimal' enrichments (wooden block on chains, rubber pipes, plastic balls, compressed straw in cylinders - (Defra wording "suboptimal" - Defra Code of Practice for Pigs) towards more optimal enrichments. Straw is considered an 'optimal' material, but it will often be stated that straw, or other food materials, cannot be used in slurry-based systems - but is this absolutely the case? In some indoor farms sugar beets have been used as an enrichment, and (people say) these are very well liked by the pigs, but will, of course, need replacement as they are eaten - and this will have cost, and require time and labour, and if they are consumed each day - their presence for part of the day would need to be considered as 'compliant' in farm assurance audits, as presence for part of the day may be better than not present at all.
18	Recommendation - Flies - It is recommended that Cranswick (continue) to work on ways to reduce flies.
19	Recommendation - Maintenance - It is recommended that Cranswick (continue) to prioritise maintenance, as some of the most common issues identified at farm assessment (sharp metal, non working drinkers, places where pigs can get trapped, leaking roofs etc) are linked to resourcing for, and attention to, maintenance.
20	Recommendation - 3rd Party sites - It is recommended that a 'specification' for a 3rd party farm is made, so that it can be seen that 3rd party sites can match other sites in expectation of keeping standards, and that 3rd party staff are inducted and trained in a similar way to more traditional site staff. CCTV may be applied to 3rd party sites as much as for other sites.
21	Recommendation - Older housing - Cranswick (continue) to update and move away from some of the older sites, not because they necessarily would produce poorer welfare (in many cases, stockmen work hard to make older sites work for the pigs) but to 'raise the ante' on general housing stock and quality in the business, and hopefully to improve health, biosecurity and welfare of the pigs (if the new housing is an improvement on the old in relation to welfare).
22	Recommendation - Loading ramps - Cranswick (continue) to increase the provision of purpose built loading ramps at farms which don't have them, and to review the suitability of the ramps for farms which do - because loading and unloading are points where the pigs interact with the stockmen and the drivers - and all effort to make this interaction as calm and unstressed as is realistic (for both the pigs and the people) are advantageous to animal welfare.
23	Recommendation - Paddles - Cranswick (continue) to remove paddles from their farms, and from trucks - and ban use of paddles across all of their companies, and explore other methods to assist in moving pigs.
24	Recommendation - Hand slapping - Cranswick work to review use of hand slapping across all of their companies, and explore other methods to assist in moving pigs.

25	Recommendation - Moving pigs - Cranswick ensure that people are 'given permission' and trained to take time to move pigs, and that time pressures - truck waiting, end of the day, pressure to wash out pens after the pigs have been moved - are managed, so that there is sufficient time, and people, and equipment - to move (including loading and unloading) pigs 'in a calm, quiet, controlled manner'.
26	Recommendation - Euthanasia - Cranswick companies have many different pieces of equipment for holding animals for euthanasia, it is recommended that a compilation of 'preferred methods' is made by combining the experience and equipment designs from across the Cranswick companies. Euthanasia must be carried out with care, compassion and effectiveness - in the event where there is any doubt about this - the staff should be retrained, asked to demonstrate that they can carry out the procedures 'as described in the procedures', and, if they continue to be unable to do so - then they should be deployed to parts of the business where animal euthanasia will not be required, or dismissed.
27	Recommendation - Checking animals - The interval between checks can sometimes, and on some farms, be quite long - 12 hours or more - and this represents increased risk to the animals (of undetected and unresolved health, feeding or housing issues) and to the farm, and the company - of periods in which there is risk of welfare concerns not being dealt with rapidly. Cranswick (and may have done so) should consider staggered work times to allow more frequent checks of animals in association with CCTV.
28	Recommendation - Nose ringing - that Cranswick (continue) to work with their vets, with research, and with the pig genetics companies, and in relation to soil and ground management, to reduce or eliminate the need to nose ring.
29	Recommendation - Tail docking - that Cranswick (continue) to work in association with other organisations including the RSPCA, to phase out the practices of tail docking (teeth reduction is not routinely carried out on Cranswick farms), and engage with the possibility of providing both short-acting and long-acting pain relief for tail docking.
30	Recommendation - Tail, flank, ear biting, shoulder and other skin sores, lameness, swellings - that Cranswick, in association with other organisations including the RSPCA, and their vets, pig housing companies, researchers, animal behaviour experts, genetics and nutritionists, to continue work to reduce the currently potentially significant welfare impacts of tail, flank, ear biting, shoulder and other skin sores, lameness and swellings.
31	Recommendation - Ear tip necrosis and/or ear biting - that Cranswick (continue) to work with their vets, with research, and with the pig genetics companies, and to understand links to housing and feeding, to reduce ear tip necrosis.
32	Recommendation - Antimicrobial use - that Cranswick (continue) to work with their vets, with good biosecurity, with pig genetics, and hygienic housing which can provide 'comfort' to help protect pig skin and feet from damage, and avoidance of pig to pig damage, to ensure that antimicrobials are not being used to prop up poor husbandry or failing management systems.

33	Recommendation - Hernias - that Cranswick (continue) to work with their vets, with research, and with the pig genetics companies, and to reduce the incidence of hernias, and use CCTV to check the thoroughness and frequency of checking of animals. Because written descriptions are not always easy to interpret it is also recommended that a 'photo' scale of hernias, including type of skin damage on hernias, is made available to help agreement on what is acceptable, and not acceptable for a hernia.
34	Recommendation - Prolapses - that Cranswick (continue) to work with their vets, with research, nutritionists, and with the pig genetics companies, to reduce the incidence of rectal and vulval prolapses, and use CCTV to check the thoroughness and frequency of checking of animals.
35	Recommendation - Work patterns - it is recommended that Cranswick review work load and consecutive day working, to help ensure that work with Cranswick can offer a realistic and fair balance of salary, work and non work time - the 'work life balance'.
36	Recommendation - Recognition - it is recommended that Cranswick find additional ways to 'reward' farm staff who, year in year out, do caring, careful and compassionate work with their animals.
37	Recommendation - Health care benefits - it is recommended that Cranswick review whether the same level of healthcare can be provided to all staff, as management staff do currently appear to have higher level healthcare provision. This may help farm staff to feel valued, and also support good staff health on farm.
38	Recommendation - Safe call - from the staff interviews, although the 'safe call' posters were seen to be widely 'pinned to notice boards' on farm, some people could not identify what the 'whistleblower' process, or name of the process, was. It is recommended that a 'reminder' program of informing staff of the safe call (speak out) process is carried out to be sure that all staff know what it is.
39	Recommendation - Swearing, potentially linked to aggression - that Cranswick communicate to staff that although swearing may be common, and is not a direct impact on the animals, to make staff aware that there are potential links between verbally abusive behaviour and aggressive or animal abusive behavior, and that excessive swearing may create stress in other workers, and may be a flag for investigation of increased risk for animal welfare related behaviours.
40	Recommendation - Legal obligations - that at induction and for established staff, there is a reminder that as 'animal keepers' and carers for animals, there are legal obligations around animal care and animal welfare.

41	Recommendation - The Five Freedoms - Across all of the Cranswick companies, there should be an agreed training program for animal staff in the Five Freedoms - currently Cranswick documents state 'We endorse' - 1. Freedom from hunger and thirst 2. Freedom from discomfort 3. Freedom from pain, injury, or disease 4. Freedom to express normal behaviour 5. Freedom from fear and distress the full wording of the Five Freedoms is more demanding, because it requires engagement with the detail of 'how' you will (and must if you, as a company 'promise' to meet them) meet them by; 1. Freedom from hunger and thirst: Ensured by ready access to fresh water and a diet that maintains full health and vigour. 2. Freedom from discomfort: Provided by an appropriate environment, including a comfortable resting area and shelter. 3. Freedom from pain, injury, or disease: through preventative care and prompt treatment for illness or injury. 4. Freedom to express normal behaviour: Achieved by providing sufficient space, proper facilities, and company of the animals' own kind. 5. Freedom from fear and distress: Maintained by ensuring conditions and treatment that avoid mental suffering.
42	Recommendation - Sentience and Suffering - Across all of the Cranswick companies, there should be an agreed training program for animal staff in Recognising suffering, and 'Sentience' - what is it? and what does it mean for how Cranswick staff could and should care for the pigs.
43	Recommendation - Potential for prosecution - Cranswick companies should find ways to monitor compliance with the law in its staff, and in its systems, and ensure that failures of duty of care, or of overt cruelty, are detected, rectified (in the case of broken machinery for example) and staff are re-trained, disciplined, dismissed, of, if appropriate in cases of clear neglect of duty of care or cruelty, Cranswick would assist agencies who may work towards prosecution.
44	Recommendation - Setting the higher tier standard - Cranswick should (continue to) address the practical questions about how, as a Company it could, would, or even should, 'set itself above the pack' in regards to real (ie not simply 'claimed') animal welfare. Difficult questions would need to be engaged with including - cost, space, people, straw, water, planning, realistic pricing and retailer reward, will it actually make a difference for the animals?

Appendix 2 – Actions taken at Cranswick Farms as a result of the North Moor Farm footage

- i) Staff disciplinary procedures, resulting in five immediate dismissals and further dismissals following more recent footage that has emerged.
- ii) Introduced a total ban of non-mechanical blunt force trauma (BFT) at all Cranswick farms.
- iii) By 10th October 2025, almost 400 AI-enabled CCTV cameras at 34 Cranswick operated Red Tractor Farms had been installed, with more sites to be added. The cameras are there to ensure good practice on farm for pig welfare, ensuring Cranswick colleagues adhere to Group policies and for training purposes.
- iv) Implemented a new training programme with an increased focus on pig health, welfare and handling techniques. By 10th October 2025, over 1600 hours of additional training had been delivered to over 200 colleagues. This programme is ongoing.
- v) Created five new welfare officer roles, providing additional support and training to Cranswick's farm-based colleagues.
- vi) The independent Veterinarian Review of Cranswick's Pig Farms.

Appendix 3

Review report lead, Dr Andy Butterworth BSc BVSc PhD DipECAWBM FLS MRCVS

27 years of veterinary practice, and pure and applied research, international consultancy & animal welfare training.

1992 - 1998 - Veterinarian in mixed practice in Scotland and England.

1998 - 2019 - Reader - University of Bristol, Department of Clinical Veterinary Science, UK.

Since 2019 - independent consultant involved in standard development and welfare training for animal production staff, Vets, Government & Industry in UK, Europe, USA, Asia, Africa, South America and Australia and NZ.

Diplomate of the European College of Animal Welfare and Behavioural Medicine, EBVS European Veterinary Specialist in Animal Welfare Science, Ethics and Law.

MRCVS, Member Royal College of Veterinary Surgeons.

Previous member of 2011-2021 FAWC (Farm Animal Welfare Committee, Animal Welfare Committee of Defra), Previous member of the EFSA panel on health and welfare (2017 - 2020).