



Perdue Foods

COMMITMENTS TO
ANIMAL

Care

2020 REPORT

CREATING A CULTURE OF ANIMAL CARE



As we look back over the four years since we announced the Perdue Commitments to Animal Care, it has been a journey of listening, learning and evolving. The Perdue Commitments to Animal Care was shaped with input from diverse stakeholders – including some of our harshest critics – and we continue to seek their input. We learn from a wide range of perspectives, whether they be farmers, our associates, advocates, customers or consumers, in formal and informal ways.

Cumulatively this has resulted in 65 initiatives designed to address one of the Five Freedoms or one of the other three pillars of our program. And perhaps more importantly, these initiatives have moved from studies or intentions to programs and best practices that are now embedded in how we do business every day.

We're proud of our progress and eager to continue our journey. The following pages report on the most recent and core ongoing initiatives as well as our future goals. Highlights of our recent progress include:

- Expanding the number of farms with free-range, outdoor access
- Testing the feasibility and benefits of on-farm hatching to improve early chick care
- Collaborating on animal welfare research with Mercy for Animals
- Conducting our second farmer contest to tap into their experience and expertise in raising chickens
- Opening our third Poultry Learning Center, viewing farms which offer a transparent, interactive experience to learn about poultry farming and proper animal care
- Holding our fourth Animal Care Summit, bringing together animal care experts and advocates, customers, farmers, and our leadership, in July 2019. Our next summit will be held in October 2020.



PERDUE COMMITMENTS TO ANIMAL CARE

Our Perdue Commitments to Animal Care, launched in 2016, is a four-part program to accelerate our progress in animal care by giving our chickens what they want, strengthening our relationships with our farmers, building trust with multiple stakeholder groups and creating an animal care culture for continuous improvement.

Each year, we report on our progress, and the initiatives we're undertaking to continue our advancements. In the Continuous Improvement section, we also share updates on programs and practices that have become standard practice and are now an ongoing part of our animal care culture.

This report covers key achievements from June 2019 through July 2020, and describes the steps we are taking to move our program forward.



PART 1

OUR CHICKENS' NEEDS AND WANTS

Perdue will evaluate and implement production systems specifically designed to go beyond just the “needs” of our chickens to also include what our chickens “want.” We will chart our progress against the “Five Freedoms.”



PART 2

FARMER RELATIONSHIPS

We are recommitted to our efforts to transform our relationship with the farmers who raise our chickens. We will listen and communicate effectively, evaluate our pay structures to incent best practices, and also consider their well-being when implementing production systems.



PART 3

OPENNESS, TRANSPARENCY AND TRUST

We will be transparent in our programs, goals and progress in order to build lasting trust and relationships with our stakeholders.



PART 4

A JOURNEY OF CONTINUOUS IMPROVEMENT

We believe raising animals should be a journey of continuous improvement. We will continue to build an Animal Care Culture within Perdue.

THE FIVE FREEDOMS, AS DEFINED BY THE FARM ANIMAL WELFARE COUNCIL:

1

Freedom from Hunger and Thirst
by ready access to fresh water and diet to maintain health and vigor.

2

Freedom from Discomfort
by providing an appropriate environment including shelter and a comfortable resting area.

3

Freedom from Pain, Injury or Disease
by prevention or rapid diagnosis and treatment.

4

Freedom to Express Normal Behaviors
by providing sufficient space, proper facilities and company of the animal's own kind.

5

Freedom from Fear and Distress
by ensuring conditions and treatment which avoid mental suffering.



PART 1

OUR CHICKENS' NEEDS AND WANTS

1 FREEDOM FROM HUNGER AND THIRST

Initiative: Breeders: Different ways to feed

We have a robust Parent Breeder Animal Care program. One issue we have been studying for several years is weight management to avoid obesity and improve reproductive performance of broiler breeder pullets (*young female chickens*). Standard practices include feed intake restriction during the rearing period, however, severe feed restriction has been associated with hunger and discomfort, which it is believed to increase aggression and other stresses on pullets. Past Perdue studies have looked at feeding frequency, with the main goal to minimize hunger and maximize comfort in the pullet house while maintaining performance during laying.

As a continuation of this journey, we are conducting studies that look at the effects of lowering feed nutritional density to allow more frequent feeding. Management aspects such as improving feed distribution and water availability and welfare behavior characteristics between birds fed at two different feeding frequencies are being measured via in-house cameras to record and observe behavior. This is the first feeding trial using video cameras to monitor bird behavior.

Data from a 20-week study show that early in rearing, pullets fed more frequently were heavier. At the end of the study, more frequently fed birds had better uniformity; however the advantage disappeared at the hen house. Bird stress levels were no different between the two feeding regimes in this study. Hen livability, egg per hen, and chicks per hen will be recorded and analyzed going forward.

We have begun an additional study to better understand the impact of feeding frequency on breeder welfare and performance.



2 FREEDOM FROM DISCOMFORT

Initiative: Early chick care and on farm hatching

Objective: To determine the feasibility and potential benefit of on farm hatching (OFH) to improve early chick care. Hatching chicks on the farm has the advantage of giving chicks access to feed and water immediately after hatching. This should reduce the amount of dehydration that may occur as a result of a longer hatch window and eliminate the stress of chick processing at the hatchery.

On Farm Hatching is a concept where eggs incubated through day 18 and then taken directly to the farm to hatch instead of placed in the hatcher. The eggs are placed in their setter racks in a suspended table or placed directly on the litter depending on the system. The room temperature is adjusted to keep the eggs at the desired temperature and then birds will hatch over the next 24-72 hours.

One commercial system was installed and tested at our Westover Research Farm. Early results showed higher weight at 21 days post set versus control. Over the next year, multiple on farm hatch trials are planned with the system to evaluate factors such as day old chick quality, seven-day weights and mortality and feed conversion.



3 FREEDOM FROM PAIN, INJURY OR DISEASE

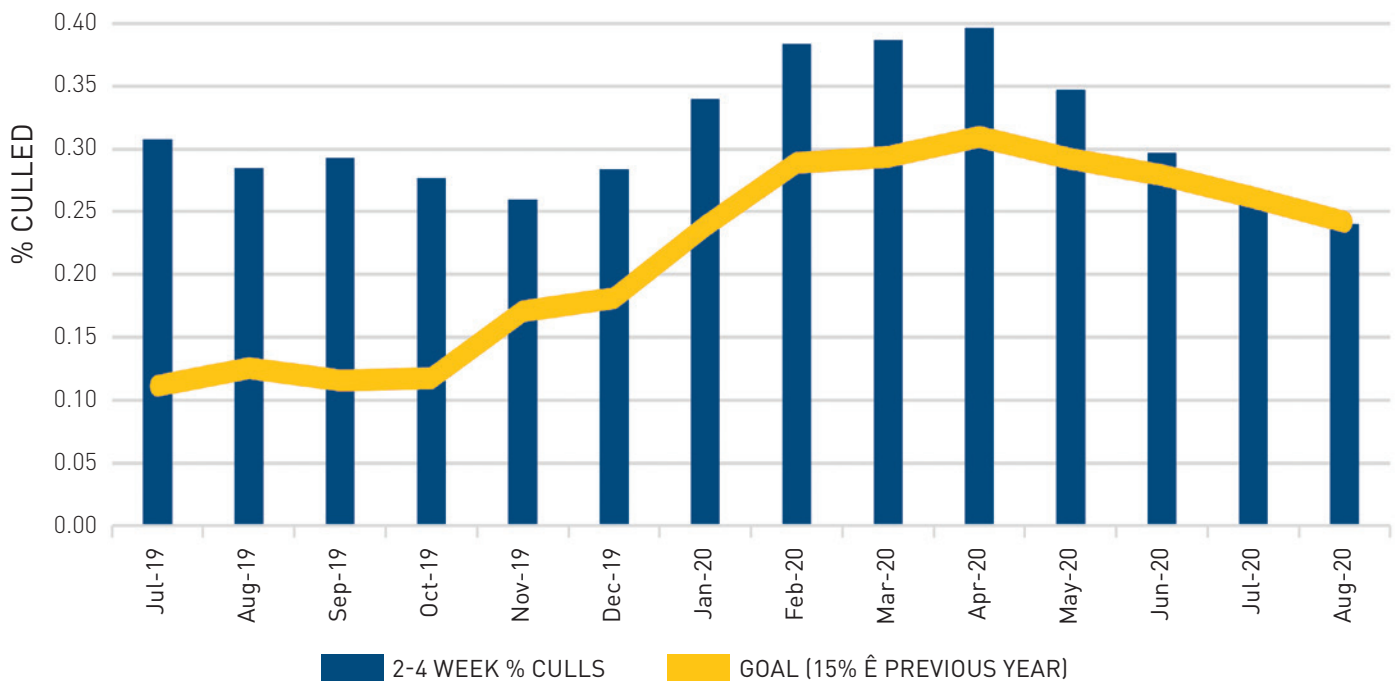
Initiative: Improve our culling programs

Appropriate culling is an important part of our Animal Care Program. While we have focused on the appropriate culling process for birds unable to get to feed and water, in 2018 we developed clearer expectations for when culling is required, how to audit culling and identifying when farms need assistance. Proper attention to culling during the early stages of grow out results in a healthier flock and less culling later in grow out.



Results:

PERDUE % CULLS 2-4 WEEKS OF AGE



As a result of more accurate reporting and more appropriate culling decisions, culling during the life of the flock increased by 10 percent. While we did not meet our goal of decreasing culling between two and four weeks of age by 15 percent, we have established a more accurate baseline and new behaviors which we expect to result in lower culling rates going forward. Our goal will be to continue with the same goal next year. Our last several months show significant progress.

Initiative: Heavy bird challenges research

Research is lacking in how chicken welfare changes as they are grown to heavier weights. To better understand the challenges in heavy bird programs (more than 8 pounds at harvest), we are partnering with advocacy group Mercy for Animals on research study design and protocols, the first such research partnership for Perdue. Areas being studied include mortality cause and timing, leg health, and farm variation and seasonality of issues.

In the first year of study, we collected gait scores across farms. Initial findings include variation in leg health across farms. Farms raising birds to heavy weights with good leg health have been identified and will be studied further for insights and best practices that can be applied elsewhere.

Initiative: Poultry Handling and Transportation certification

Our goal was to train and certify all live haul personnel (company associates and contractors) by June 2020 in the Poultry Handling & Transportation program offered by U.S. Poultry and Egg Association. The certification program trains poultry transportation and catch crews in biosecurity, disease recognition, emergency planning, and the safe and humane handling of birds before, during and after transport.

We achieved the 80-percent-trained certification threshold as a company in July 2020, training 83 percent of live haul associates across the company. Three facilities/complexes have not reached certification due to COVID-19 challenges but are on track to complete certification.

Going forward, we will conduct yearly training, allowing us to educate any new associates and expand to potentially include non-participating live haul contractors and breeder associates.



4 FREEDOM TO EXPRESS NORMAL BEHAVIOR

Initiative: Expand outdoor access/free-range

We met our goal of increasing free-range farms, with 25 percent of houses across the company having outdoor access. We will continue to increase as needed to meet customer and consumer demand for PERDUE® HARVESTLAND® organic and free-range chicken.

Beginning in October of 2019, we converted houses to free range production on farms in our Cromwell, KY. and Lewiston, NC. complexes. We followed our organic farms model, which includes outside pen size equal to house foot print and shades over doors to encourage outdoor use. We also added enrichments to every free range farm, including at least one Carpenter Bench and Chicken Tree, winners from the 2019 Enrichment contest, per house. Perdue paid all conversion costs and increased grower compensation to cover the higher labor, management and documentation required.



Initiative: Contest for Free Range pasture design



Our second farmer contest launched in July 2019 and seeks to tap into free-range experience by sharing the farmer's knowledge about pasture activity and what encourages chickens to go outside. We don't just want to increase the number of houses with pastures, we want to increase the number of birds using that pasture.

Free-range farmers currently raising organic and free-range flocks will submit videos of chickens using outside enrichments, food and water sources, and describe the steps they take to stimulate their use. The winner will be the farmer who gets the most birds outside and can tell us why, so we can learn why birds in some houses go outside and utilize the free-range areas more than those in other houses. The winners will be announced at our Animal Care Summit in October 2020.

In a follow-up contest, we will challenge farmers to develop new ideas and "hacks" to go beyond simply providing outside access and to identify management changes that will encourage more chickens to utilize outdoor areas. Key learnings will be shared among existing farmers and new free-range farmers as more farms convert to growing programs with pasture, to assure chickens have meaningful outside access.

5 FREEDOM FROM FEAR AND DISTRESS

Initiative: Controlled Atmosphere Stunning

We are committed to moving all of our harvest operations away from using electrical shocks to "stun" birds before harvest, to using a multi-stage, dual-gas technology Controlled Atmosphere Stunning (CAS) system to induce insensibility with minimal trauma. We successfully implemented CAS at our Milford, DE. harvest plant in November 2017. Our first chicken CAS system was instructive, and in general, we consider it a significant step forward for chickens and our associates. We intend to keep moving on our promise towards 100 percent CAS and are on track to select a second CAS system by mid-2021 and begin installation.





FARMER RELATIONSHIPS

We are committed to building stronger relationships
with the farmers who care for our chickens

Initiative: Animal care incentives

We want to connect pay to animal welfare outcomes, not just productivity. Our goal was to pilot a farmer-centric program which includes animal care metrics in one of our growing areas. Our first contract that specifically incorporates animal care outcomes and compensates the grower for performance is now in place in one growing area. The contract incorporates condemnation percentage, paw quality and minimum litter depth as part of the farmer pay structure. Early results show improved paw quality in winter months and enhanced awareness and discussion of animal care.

We will continue to explore other incentives.





PART 3

TRANSPARENCY

We want to build lasting trust with stakeholders

Initiative: Meeting demand for “Class of 2024” chicken products

We are committed to providing current and future customers a sustainable supply of chicken that meets all the 2024 animal welfare criteria outlined in the “Joint Animal Protection Agency Statement on Broiler Chicken Welfare Issues.” We offer products from poultry raised under programs that meet any or all of the four criteria: enrichments, extra space, approved breed, and stunned at harvest using a Controlled Atmosphere Stunning system.

After further consultation with interested stakeholders, we chose not to proceed with a separate certification for these attributes but continue to offer products that meet the criteria.





PART 4

CONTINUOUS IMPROVEMENT

We want to create a culture of animal care

We want to influence and change the culture around animal care within our associates, farmers and anyone else who comes into contact with our live poultry.

Initiative: Chicken behavior training for flock advisors

We have studied chicken behavior for several years now and want to begin sharing what we've learned with our flock advisors. Our 2019 goal was to develop a training module specifically around chicken behavior to build flock advisor expertise and sensitivity around what a chicken wants as well as what a chicken needs.

We have continued to gather behavioral data in our research trials but do not feel we have the appropriate material to do a meaningful training program, as of yet. This will be restated as an initiative for 2021.

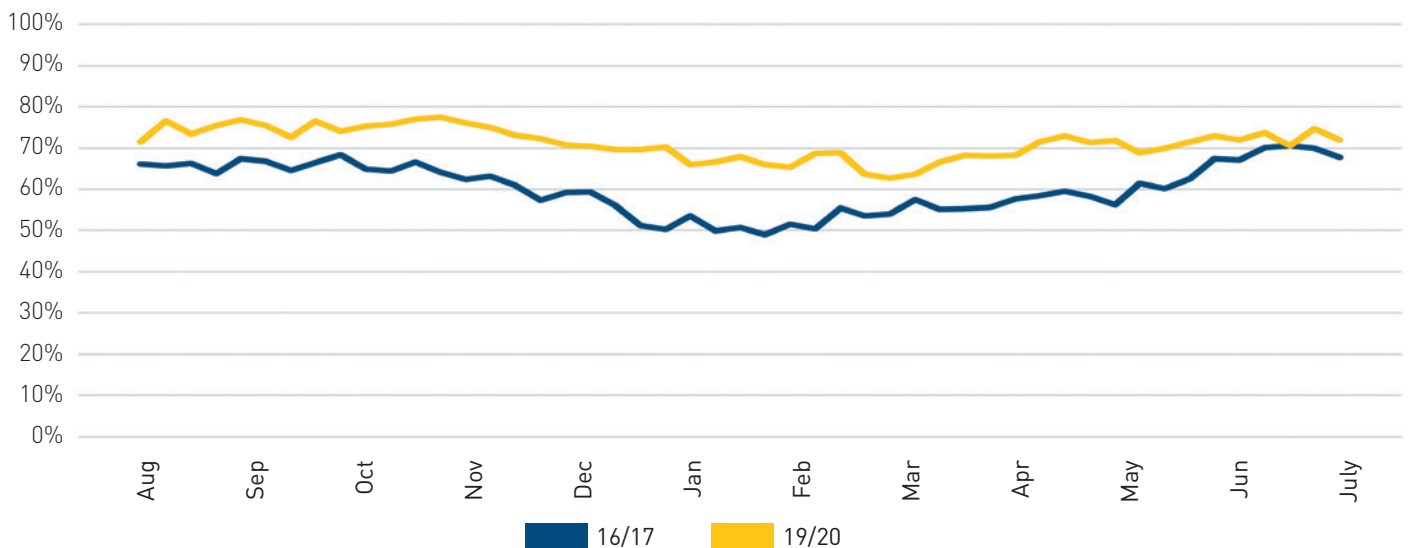
Ongoing Programs

While some animal care initiatives are short-term activities, others will continue as part of our enhanced culture of animal care. We plan to report goals and performance for ongoing programs within the Continuous Improvement section of this report.

Improve paw health

We started our Paw Improvement Initiatives in 2016, the first year of our formal public Animal Care Commitment. We have made steady improvements, especially in the late winter/early spring time period. This graph shows the difference seen during 2016/2017 versus the most recent 2019/2020 time frame.

GOOD PAWS SCORED IN THE CHICKEN HOUSES WITHIN 10 DAYS OF HARVEST



Our stated 2020 goal was to maintain at or better than 70 percent “good paws” through the winter time period. January, February and March we fell slightly below the 70% level. Although this is 20% better than three years ago, we still have room to improve. There are several areas with particularly harsh winter conditions where we need to focus this next winter.

Animal handling video monitoring

It is important that our associates who handle birds understand what we expect in how the birds are treated and handled. We invested in video cameras that are monitored by a third party in all of our harvest facilities. This gives us the opportunity to coach individuals and change how they do their jobs as well as identify individuals who shouldn't be working with live animals. We have seen a steady decline in occurrence rate, along with the number of escalations (incidents with potential of injury to the animals). We recently added video monitoring for catching crews in six growing areas and plan to expand to remaining areas in 2021.

Behavioral changes in animal care

The key to shaping culture is recognizing behaviors to change or reward in associates. Through third-party and other monitoring, we are keeping a log of both positive and negative behaviors observed and reported and are publishing it. A report on Poultry Care Incidents is posted to the Animal Care section of the Perdue Farms website and updated quarterly. The incident report includes positive and negative behaviors, and responses and action plans. We will continue to log behaviors and update the report on a quarterly basis.

Continue to install windows in houses

We believe that windows and natural sunlight create a better environment for the chickens, and for the people who care for them. Our target is to have windows in 100 percent of houses by 2024. We set a 2019 goal to have windows in 50 percent of the houses raising our chickens. We now have windows in 52 percent.



Increase bird activity

We believe that active chickens — those that can express normal behaviors such as perching and play — are healthier chickens. That’s why, in 2016, we announced a goal to double bird activity. Installing windows to provide natural light, adding enrichments, increasing space and outdoor access have been shown to increase activity. We continue to study other contributors that will allow us to move closer to our goal.

Improve farmer relationships

To successfully advance our animal care programs we need to strengthen relationships with and engage the farmers who raise our chickens on their farms. No one spends more time with our chickens than the people who raise them, and we value their insights. The following programs are designed to improve communication and help move us to our goal of being the “Farmer’s Choice” for growing chickens.

Farmer Relationship Index

As part of our efforts to transform our relationship with the farmers who raise our animals, we created a Farmer Relationship Index to measure farmer satisfaction with raising chickens for Perdue. It is published on the Perdue farmer website.

Farmer Councils

In 2015, we created Farmer Councils in each of our growing areas to share information and receive feedback. In 2019 we held 35 council meetings with 18 different councils across our operations. As part of the meetings, participating farmers toured feed mills, hatcheries, breeder farms, harvest plants and our Innovation Center.



Farmer website

In response to farmer suggestions, we created a website dedicated to the farmers who raise our birds. The website provides location-specific information for farmers, making communications from their respective live production offices more consistent and timely. In 2020 we added weekly settlement data statistics at all of the broiler operations, which has increased farmer visits to the site. Breeder operations now post weekly hatch data and this has also driven usage. Farmer visits surged following the COVID-19 outbreak as farmers used the website for timely and up-to-date information.

Audit results reporting

Sharing results from our third-party audits allows our stakeholders to see both our successes, and where we need to improve. We report our results annually, including:

- The Mérieux/NutriSciences annual audit of all 12 of our harvest operations
- USDA Process Verified Program audits of our harvest and live production operations
- Global Animal Partnership audits of farms raising our chickens
- National Organic Program audits of farms raising our USDA certified organic chickens
- Customer audits

Public Engagement

Support “open barn” policy

As part of our commitment to transparency, we routinely invite people to tour our farms and plants. We encourage our farmers to be open to visitors within the constraints of biosecurity and business needs. Over the course of a year, a range of stakeholders, including retail and foodservice customers, media, advocacy groups, community members, students and government representatives, visit our facilities. We track the number of tours by audience and have a goal to conduct 100 tours a year. In 2019, we conducted 114 tours.

“Follow the Flock” Farmers on Social Media

To increase on-farm transparency, over the past two years we have worked with interested farmers to open their operations via social media. Through videos and photographs, they share what they do daily to raise chickens. We call it “Follow the Flock,” a term coined by one of our farmers. The eight farmers currently participating have more than 12,000 followers on Facebook, Instagram and Twitter.

Our goal is to add two more farmers and grow followers to 15,000 by April 2021.



On-farm Poultry Learning Centers

By working with farm families we have established three on-farm Poultry Learning Centers. At these educational facilities, the family hosts guests of all ages for a transparent, interactive experience to learn about various aspects of poultry farming and proper animal care. Built seamlessly into the side of a working chicken house, each learning center includes a large viewing room that allows guests to observe the birds undisturbed in their environment. Educational videos explain what visitors see inside the chicken house, as well as the timeline from when farmers receive the birds to how they raise and care for them while they're on the farm. Additionally, guests have the opportunity for hands-on learning using actual poultry equipment that replicates what they see through the window including mechanized feeders and waterers and automated temperature-control technology.

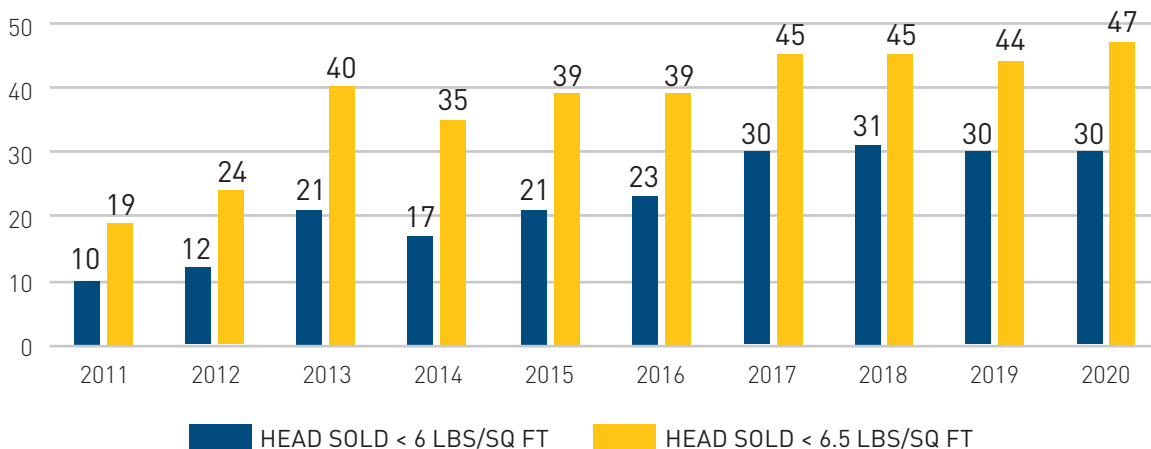


The first viewing house opened in Kentucky in 2018. A second opened in Georgia in 2019. In early 2020, a third viewing farm in North Carolina opened for visitors. A public open house was delayed due to COVID-19 restrictions and will be held at a later date.

More space

As demand for chickens raised under programs with lower density has increased, we have increased the number of chickens raised at less than 6.0 or 6.5 pounds per square foot density.

% HEAD HARVESTED UNDER 6 and 6.5 LBS/SQ FT



Global Animal Partnership

We're committed to meeting the demand from current and future customers for poultry raised to higher welfare standards, including the Global Animal Partnership (GAP) program. We have farms certified to raise GAP 2, GAP 3 and GAP 5 birds.

Organic

We're committed to meeting the demand from current and future customers for poultry raised to USDA-certified Organic standards. We continue to be the country's largest supplier of organic chickens.

Supports	Initiative	2016		2017		2018		2019		2020	2021
		Goal	Performance	Goal	Performance	Goal	Performance	Goal	Performance	Goal	Goal
Freedom from discomfort	Paws quality score	Establish in-house scoring process	Completed	10% improvement	12.7% improvement	10% improvement	9.3% improvement	Better than 70% "good paws" during winter	71.2% 18 wk avg of 2019 70%		70%
Freedom from pain, injury or disease	Video monitoring	Begin in-plant monitoring	Completed	Monitor in-plant compliance	99.83% compliance in plant	Monitor in-plant compliance Add catching monitoring	99.90% compliance in plant Trialed catching monitoring	Monitor in-plant Monitor 50% of catching crews	99.92% compliance in plant Began monitoring 50% of catching crews	Monitor compliance	Monitor compliance
Freedom to express normal behavior	Houses with windows	NA	NA	200 houses	Completed	27%	48%	50%	52%	75%	100%
Freedom to express normal behavior	Chicken activity	Double in 3 years	Developed baseline	Develop better measurement method	Confirmed natural light increases by 10%	Add enrichments to studies	Developed a "formula" for 2X activity	Find final 30% that leads to 2X activity	In progress		
Farmer relationships	Farmer relationship index	NA	NA	80	81	80	70	80	76	80	80
Transparency	Audit results reporting	Publish annually	Published	Publish annually	Published	Publish annually	Published	Publish annually	Published		
Culture of animal care	Behavior logs/incident reports	Identify behaviors to monitor and reward	Trialed video monitoring, implemented in all harvest plants	Publish log of positive and negative behaviors	Poultry Incident Report published May 2018	Publish quarterly	Updated quarterly	Publish quarterly	Updated quarterly	Publish quarterly	Publish quarterly
Transparency	Open doors	Begin tracking tours	88 tours	Track and categorize by stakeholder group	103 tours	Continue tracking	85 tours	100 tours a year	114 tours	100 tours a year	
Freedom to express normal behavior	GAP % of chickens harvested	Meet customer need	12.9%	Meet customer need	13.8%	Meet customer need	14.8%	Meet customer need	12.4%	Meet customer need	10%
Freedom to express normal behavior	Organic % of chickens harvested	Meet customer need	8%	Meet customer need	6.8%	Meet customer need	8.1%	Meet customer need	9.0%	Meet customer need	8.90%
Freedom to express normal behavior	Space/Density % of chickens harvested < 6.5 lbs./sqft < 6.0 lbs./sqft	Meet customer need	39% 21%	Meet customer need	45% 30%	Meet customer need	45% 31%	Meet customer need	44% 30%	Meet customer need	47% 30%



SHARING OUR 2019 AUDIT RESULTS

Merieux NutriSciences Audit Results



MÉRIEUX NUTRISCIENCES AUDIT RESULTS

Criteria for this audit are based on the “National Chicken Council Animal Welfare Guidelines” published by the National Chicken Council (updated in 2017 and PAACO certified) and “Poultry Slaughter Plant and Farm Audit: Critical Control Points for Bird Welfare, August 2005,” published by Temple Grandin, PHD, at www.grandin.com.



NutriSciences conducted annual audits at 12 of our poultry live production and harvesting operations, including hatchery, grow out (farms), catching and transportation, and processing. The audit covers a total of 67 audit points, scored on a scale of 1-5, for a maximum possible score of 335 points.

Operations are rated on a percentage basis.

- All 12 locations audited received an “Excellent” rating (97% or Higher)
- We had 0 major non-conformances
- We had 12 minor non-conformances

USDA PROCESS VERIFIED PROGRAM AUDIT RESULTS

Our USDA Process Verified Program (PVP) for Poultry Care, which is updated continuously and PAACO certified, covers all of our chicken live-production and harvesting operations. The audit tool combines the principles from the National Chicken Council Animal Welfare Guidelines (updated in 2017 and PAACO certified) and our “Best Practices.” Participation in this program is approved by the Agricultural Marketing Service of the USDA. Companies that operate under a Process Verified Program must comply with criteria outlined in the program requirements, and are audited annually. Since the AMS audits were developed utilizing ISO 19001 Guides for Quality Management Systems audits, they are not “scored.” Instead, they only identify non-conformances, which are classified as “major” or “minor.”



The past year, the USDA Livestock, Poultry, and Seed Program’s Quality Assessment Division conducted annual audits in 10 of our 11 chicken live-production and harvesting operations for conformance to our USDA Process Verified Program for Poultry Care. One operation’s audit was extended into 2020. Each audit covers a minimum of 188 audit points in more than 50 areas.

- In 2019 our PVP audits identified one major non-conformance and eight minor non-conformances, all of which were adequately addressed and cleared.
- Confirmed conformance to our USA Process Verified Programs for Raised Cage Free, All Vegetarian Diet with No Animal By-Products and No Antibiotics Ever.

GLOBAL ANIMAL PARTNERSHIP



Some of our customers require Global Animal Partnership (GAP) certification, which applies to the farms raising chickens for those products. GAP certified farms are audited every 15 months.

- During 2019, GAP audited 104 farms, all of which passed GAP certification.
- GAP identified nine major non-conformances and 36 minor non-conformances, all of which were resolved.

USDA CERTIFIED ORGANIC

Every farm raising organic chickens for us is third party audited for meeting the requirements of the National Organic Program for USDA Certified Organic. Farms are inspected annually by third party organic certifiers.

- All 169 farms raising organic chickens passed their audit.
- The audits identified one non-conformance.



CUSTOMER WELFARE AUDITS

Our operations are regularly subject to audits by our customers to ensure adherence to their standards. We passed all customer audits.



THIRD-PARTY VIDEO MONITORING

We use third-party video monitoring in live-bird handling areas of all 11 of our harvest facilities. This includes random reviews of video covering 15.4 million birds in 345,100 audit events during 2019. During that time, we achieved a compliance rate of 99.92 percent.





2021 ANIMAL CARE INITIATIVES



INITIATIVE: HIGH WELFARE HATCHING PRACTICES

We will explore whether reducing the time between chick hatch and access to feed and water provides animal care advantages and in what situations. For example, do chicks from very young and very old hens benefit more and is the difference significant?

**Supports: Part 1, Freedom 1:
Freedom from Hunger and Thirst**



INITIATIVE: BETTER LEG HEALTH FOR BIG BIRDS

We will continue our efforts to better understand the challenges in heavy bird programs, those weighing more than 8 pounds at harvest. Our goal is to find ways to improve Roaster leg health by studying farms with consistently good legs. In the first year of study, we collected gait scores across farms and identified farms raising birds to heavy weights with good leg health. These farms' management practices will be studied further for insights and best practices that can be applied elsewhere.

Supports: Part 1, Freedom 3: Freedom from Pain, Injury or Disease



INITIATIVE: STRESS SUPPORT THROUGH THE WATER

We will explore whether pre-shipment or early chick water supplementation for nutritional and/or stress support is more beneficial than vitamins and electrolytes.

**Supports: Part 1, Freedom 3:
Freedom from Pain, Injury or
Disease**

INITIATIVE: BETTER CHICKS/LESS CULLING

Improving chick quality continues to one of our major efforts. We will continue to work toward the goal of, while following Standard Operating Procedures, reducing culls by 15 percent in the first two to four weeks.

Supports: Part 1, Freedom 3: Freedom from Pain, Injury or Disease

INITIATIVE: FREE RANGE PASTURE CONTEST #2

Following up on our farmer contest to identify free-range and organic farmers who get the most birds outside, a new contest will challenge farmers to develop new ideas and tips for increasing range utilization. The contest will engage farmers in improving free range usage by identifying management changes and “hacks” that encourage more chickens to go outdoors. Farmers will also be encouraged to describe benefits seen for the birds inside when some of the flock has gone outside. Key learnings will be shared among existing and new free-range to assure chickens have meaningful outside access.

**Supports: Part 1, Freedom
4: Ability to Express Normal
Behavior**



INITIATIVE: FREE RANGE UTILIZATION METRIC

Develop a method to describe and measure success in getting birds to utilize pasture. Every free range farm should have a “Free Range Utilization” score. Our objective is to determine how best to score this new attribute.

Supports: Part 1, Freedom 4: Ability to Express Normal Behavior

INITIATIVE: ENRICHMENT THROUGH DIVERSITY WITHIN FLOCKS

Conduct research to begin looking at welfare implications of raising chickens that differ in age, growth rate, feather color, and activity together in the same flock.

Supports: Part 1, Freedom 4: Ability to Express Normal Behavior

INITIATIVE: YOUNG FARMER DEVELOPMENT GROUP

As part of our desire to be the Farmer's Choice, we will launch a young farmer development group in recognition of their distinct needs. In consultation with young farmers, we will explore their priorities for mentoring, information and engagement and develop a program to support their development and long-term success.

Supports: Part 2: Farmer Relationships



INITIATIVE: FARMER ANIMAL CARE INCENTIVES

We will expand a new contract that connects pay to animal welfare outcomes to a second growing area. The contract incorporates paw quality and minimum litter depth as part of the farmer pay structure.

Supports: Part 2: Farmer Relationships



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