



# FOR GOOD

Responsible  
Business  
Report

2026

# WELCOME

With any business report, there is a temptation to look inwards and focus exclusively on the actions and initiatives that have demanded the most of our resources and effort. To do so, however, would be to lose sight of what drives us forward: the large and growing demand for what we produce.

Our business has been built around what people want, whether that be on a supermarket shelf or restaurant menu. The products we make, and the care with which we make them, are what UK consumers consistently prove that they want, time and time again. Since 2000, demand for chicken has risen more than any other meat, and demand is projected to grow further as the UK population increases, and consumers choose poultry as a healthy, sustainable and affordable option.

Meeting demand is one thing. The way that we meet that demand is quite another. Over the last 12 months, we have achieved a tremendous amount and, I believe, led the way in a number of these areas. The broiler farms that supply us operate exclusively at a stocking density that is far below UK legal and Red Tractor standards, we have set bold new Science-Based targets for carbon emission reduction and remain ahead of schedule to achieve them. The fair and ethical treatment of people has long been a priority for us and our new Regional Colleague Councils – a model almost unique in the UK – mean that everyone at Avara has a voice and is represented, regardless of their role, background or union membership.

UK consumers want, and deserve, high standards, without being excluded from quality, natural, healthy protein. I'm proud to say that, today, we produce some of the very best chicken and turkey in the world, with excellent measurable welfare outcomes and a reducing environmental footprint, while still meeting exacting standards for food safety and quality, and the ethical treatment of the people involved.

The challenge, as always, is to make steady progress across all aspects of our business; recognising where competing pressures clash and finding a way forward that avoids unintended consequences or undermining historic achievements. Chief amongst these is to make sure that our products remain available for as many people as possible so that everyone can participate in progress.

**Chris Hall**  
CEO, Avara Foods

# GOOD TO SEE YOU

## A HOLISTIC APPROACH TO RESPONSIBILITY

'For Good' is our approach to being a responsible business. It includes all the ways we impact the world around us, and is firmly established within our culture and Values. Looking at the phenomenal progress we've made to date, including improvements in data quality, and the introduction of Forest, Land and Agriculture (FLAG) aligned methodology, as well as significant reductions in emissions, we felt it was time to reassess our targets and set more ambitious goals for the future.

The five elements of the For Good wheel, encompasses the wide variety of activities and impacts of our business and supply chain, and the interconnectedness between these different areas. Steady progress across the board, can only be made when all these elements are considered in the whole, avoiding unintended consequence or undermining progress in other areas, whilst balancing the sometimes-competing priorities.

Our principal focus is on our own supply chain and what we can directly influence, but we cannot drive change in isolation, it requires the support and alignment with our wider supply chain, partners, customers and the broader global movement. That's why, in this report, we've aligned our activities with the United Nations Sustainable Development Goals, a universal framework to tackle global challenges.



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# OUR PLANET

## AMBITIOUS TARGETS FOR A GREENER FUTURE

This year, we've reached an inescapable conclusion: we need to be bolder. Looking at the phenomenal progress we've made to date, including improvements in data quality, and the introduction of Forest, Land and Agriculture (FLAG) definitions, as well as significant reductions in emissions, we felt it was time to reassess our targets and set more ambitious goals for the future.

Since we first started measuring our full footprint in 2019, we have taken various measures to reduce our emissions, such as moving to a zero-carbon electricity tariff. In the last year alone, this has reduced our emissions by 22,206,508kg CO<sub>2</sub>e, and cumulatively to the end of the 24/25 FY saved 170,916,252kg CO<sub>2</sub>e, roughly equal to our entire animal agricultural footprint.

We have also improved data in recent years, meaning we can now more accurately trace our footprint back to the 20/21 FY, to set a new baseline incorporating FLAG emissions and using 86% more activity data than when we first started. Tracking our progress against this new baseline gives us the most accurate view possible of our footprint and allows us to track how we reduce our impact.

So, once again verified by the Science Based Targets initiative, we've set targets for carbon emission reduction that include FLAG and net-zero ambitions and are amongst the most ambitious possible.



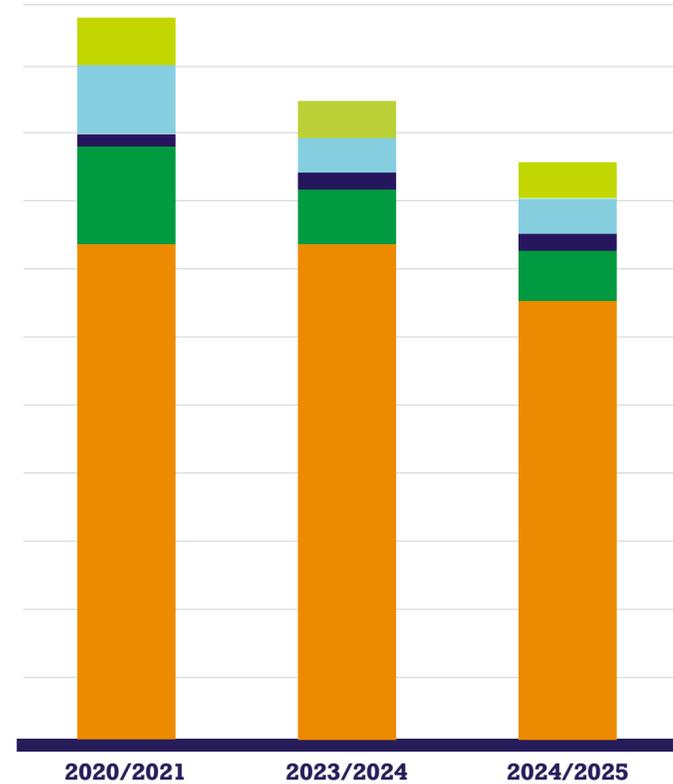
# MAINTAINING OUR TRACK RECORD OF PROGRESS

Over the last 12 months, we've continued our progress in a number of critical sustainability areas, maintaining progress and momentum, and further burnishing our credentials as a responsible business.

## CARBON EMISSIONS

We've reduced our scope 1&2 year-on-year carbon emissions by 4%, and by 30% against our 2020/21 baseline, in part through a focus on refrigerants and replacing those with the highest environmental impact. We've reduced our Scope 3 year-on-year emissions by 10% and 19% against our baseline.

### 24/25 FY FOOTPRINT



### TOTAL FOOTPRINT

- Feed and Grain
- Agriculture
- Transport
- Operations
- Downstream





**714**

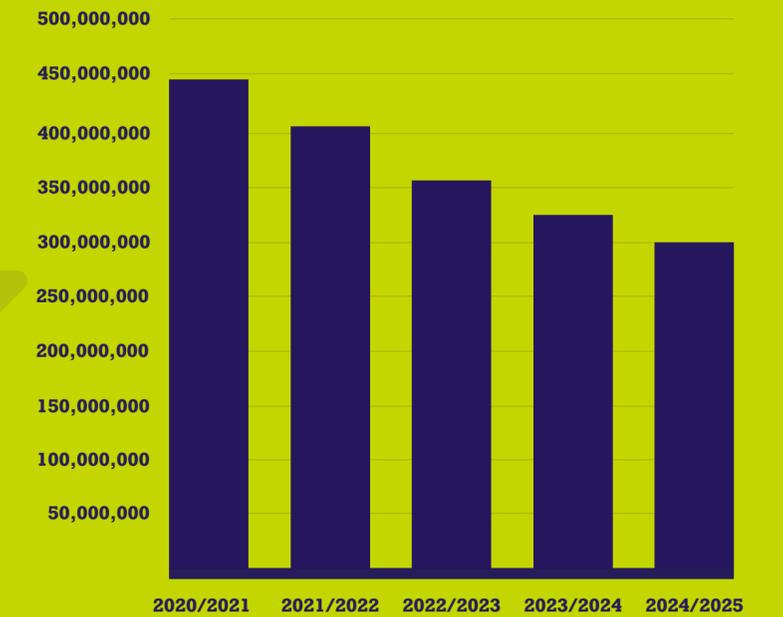
**In Hereford we've reduced water consumption by the equivalent of 714 households annual water use.**



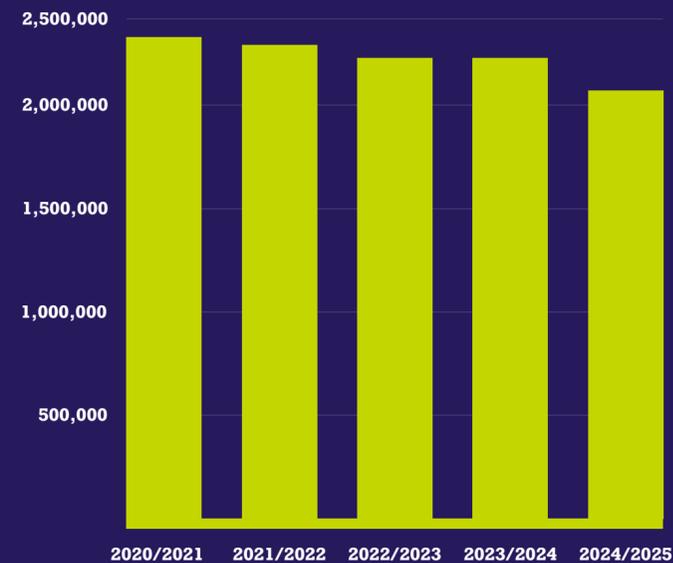
## ENERGY

Through our Energy Management System, which meets ISO50001 standards, we've committed to continually improve our energy efficiency throughout our operations. Whether moving away from higher-emission fuels, like diesel and propane, or being more efficient with our electricity use, we've again **decreased our demand on the energy we consume on site.**

## ENERGY USAGE (kWh)



## TOTAL WATER CONSUMPTION

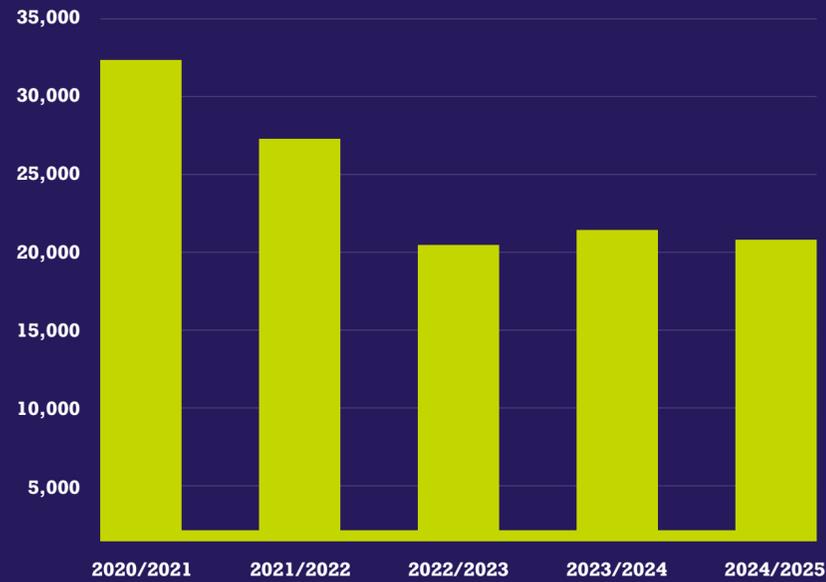


## WATER

In Hereford, we've reduced water consumption by 90,000 cubic meters: equivalent to 714 households annual water use. Importantly, this is a permanent, sustainable reduction and puts our Hereford site at the lower end of the recommended range for water use, according to the latest Government advice.

We are signatories of the 2025 Water Ambition, and as part of that are committed to improving water efficiency in our operations. We still have progress to make in our water efficiencies, which have decreased at our primary and secondary processing sites, compared against our 20/21 baseline. However, in absolute terms our overall water consumption has dropped against this same timeframe.

## TOTAL PACKAGING EMISSIONS (tCO2e)



## PLASTIC

Reducing plastic use in our packaging is one of the ways we've led our sector in recent years. Changing from traditional trays to bags and pouches for some products has cut plastic use by up to half, as well as being more convenient, and hygienic, for the consumer at home. When tackling plastics, our approach has been to focus first on the biggest impact on carbon emissions: reducing the weight of our packaging, where we've made huge progress - delivering a 24% reduction from 2020/21 FY to 2024/25. Alongside this, we've also worked to increase recycled content in the materials we buy. In 24/25 FY, 37% of the packaging material across our whole product range was recycled. Consequently, we've reduced the greenhouse gas emissions associated with our packaging by 35%.

Now, we are extending our focus onto the lower impact areas, including single use plastics within our staff facilities and own label products, which comparatively, make up a tiny proportion of our entire product mix. Moving forward, we are founding signatories of the new Packaging Pact commitment - the successor of The Plastic Pact - and hope to see further progress as some of industry wide system barriers that impacted it's predecessor are addressed.

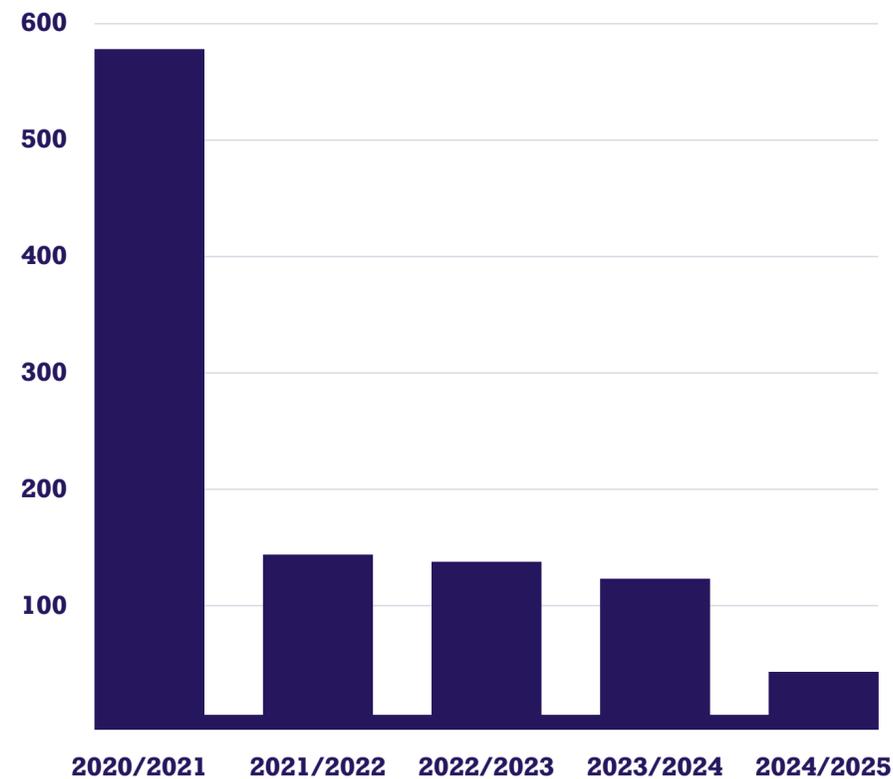


## WASTE AND RECYCLING

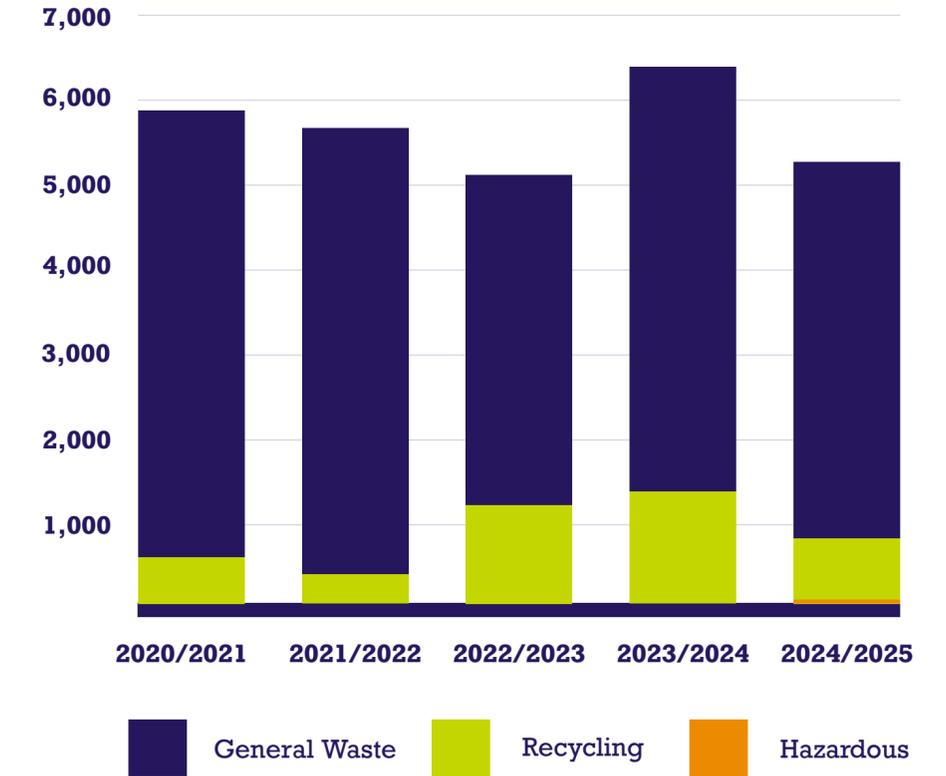
As well as the potential environmental impact, waste also carries a cost, so it's in our interest to reduce the waste we generate as much as possible, and to find new homes for that which remains, so that it becomes a resource rather than a waste product.

As a low-margin business we have a great track record of finding value in hidden places. A great example of this is in the new supply of CO2 that we established in the summer of 2024, which is produced via anaerobic digestion and the processing of food and poultry waste.

## tCO2e Associated with Waste Disposal



## Waste Tonnes



“From 2020/21 FY to 2024/25 FY we have reduced the greenhouse gas emissions associated with waste disposal by 93%.”



## OPERATING A RESPONSIBLE SUPPLY CHAIN

We know that our credentials as a responsible business will be judged, in part, by the actions of our wider supply chain, so we've been working closely with suppliers and partners to make consistent progress in important areas.

### SOURCING SUSTAINABLE SOYA

Soya forms an important part of the diet for the chickens and turkeys in our supply chain, and is an excellent source of protein and nutrients, needed to support healthy growth. The majority of the soya we buy comes from Brazil, and we are aware of the potential risk of deforestation and land conversion.

The entire UK supply of Brazilian soya accounts for 0.63% of its total production (by value), so our role in deforestation would be marginal at best. We have also taken steps to ensure that what we buy has been sustainably and responsibly grown, with assurance in place to confirm that the land used has not been deforested or converted.

For starters, we source soya far from the Amazon biome. Secondly, we pay a premium for soya from farms where there is an audit trail to prove it has been grown on land free from deforestation or conversion.

Unfortunately, there remains a healthy global market for soya that is not expected to conform to these standards. If we were to source soya from elsewhere, the risk of deforestation remains and, if standards were allowed to loosen, might even increase.

### THE RIVER WYE

In the UK, our supply chain has come under criticism and we are the subject of a legal claim that alleges that we are responsible for nutrient pollution and its effects in the River Wye Catchment Area.

We believe that the legal claim against us is based on a fundamental misunderstanding of poultry farming and its relationship with the surrounding environment. No manure is stored or spread on poultry units that supply us and, where poultry manure is used as fertiliser, it is for other produce in other agricultural sectors.

Poultry manure can be a valuable fertiliser and source of organic matter to improve soil condition, but individual farmers are responsible for how nutrients are used in their arable operations and it is their responsibility to comply with regulations specifically intended to mitigate the risk of water pollution. We are not involved in any arable operations and have no control over this activity.

We are proud to be a business that produces a healthy, natural protein, to standards that are amongst the very best in the world and which is exceptionally popular with large numbers of the UK population. The latest scientific research suggests that impact of climate change on water temperature, flooding and drought are the primary drivers of river health in the region.



# OUR PEOPLE

## NEXT LEVEL ENGAGEMENT

We believe in creating a workplace where everyone has a voice, and can contribute to the success of our business. During 2025 we've built on our previous efforts and created innovative new ways for individuals at Avara to be heard.

### REGIONAL COLLEAGUE COUNCILS

In April 2025 we held our first Regional Colleague Council meetings: an important new way that gives everyone at Avara a voice.

There are four Councils, covering all of our agricultural and operational facilities, and each comprising elected employee representatives, company management, members from the recognised Union and an independent Chairperson. Over 1500 colleagues voted for their representatives – a fantastic endorsement of this new approach.

The Councils are about collective responsibility, creating opportunities for employee representatives to both hear company updates, and bring topics to the table for discussion. Councils also have a key role in negotiations, working in good faith towards agreements on pay, working conditions and contractual terms - with accepted joint responsibility for the outcomes.

The early impact of this work is already evident. Given a stronger voice, the team at Avara are definitely being heard.

The Councils reflect a strong focus on engagement across Avara and interact closely with established site forums. This year we have transformed our colleague communications, with the introduction of 'MyAvara', bringing all 6000 colleagues into one online community, making news, information and personal data accessible to everyone in the business via their own smart phone or on-site tablets.



REGIONAL COLLEAGUE COUNCIL REPRESENTATIVES

## CEMENTING OUR CULTURE

It's not what we do, but the way that we do it which sets us apart. We're proud of our inclusive culture and the last 12 months has seen more progress to make sure that it remains embedded throughout our organisation.

### LEADING THE AVARA AWAY

In the Summer of 2025, we launched our new culture development programme: 'Leading the Avara Way'. Over two days, leaders across Avara discuss, reflect and challenge how we lead, manage and work in our business; looking at what colleagues expect and the importance of being a role model.

The programme is built around our Purpose, Values and Behaviours, examining what they mean in practice, how they should be applied, and what they can do to be better leaders. Leading the Avara Way is one of the ways we reinforce and energise our distinct Avara culture. Investing in this programme – both in time and engagement – helps ensure Avara is recognised as a great place to work, where people are engaged, valued and deliver for customers and consumers day-in, day-out.

All of our senior managers have completed this training, with a further roll out planned through 2026, so that every people manager at Avara has had opportunity to listen, learn, reflect and contribute to a winning culture.

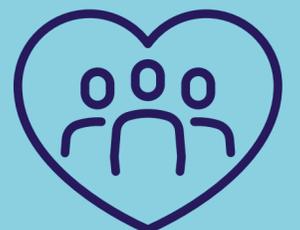
## DEVELOPING MANAGERS

In 2025 we refreshed our Management Development Programme, a multi-level framework underpinned by accredited ILM qualifications. Over 400 managers have passed these programmes, but the world changes so they needed to change too. The new look 'Avara Higher Leadership Programme' is more closely aligned to our business, combining both ILM Level 3 accredited modules, along with more Avara specific training. It's a nationally recognised accreditation, but it's been built, tailored and delivered with our business in mind. It's training that really makes a difference and is embedded in who we are and what we do.



## ESTABLISHING THE CODE

We want to be a Company where people feel welcome, respected and valued as part of the team. That means that all our colleagues need to understand what is expected at Avara, and what behaviour is not accepted. That's what our new Code of Conduct makes clear.



## INCLUSION IN PRACTICE

We've worked hard to create a working environment where people from different backgrounds and cultures feel included. One way to do this is to help people understand more about issues and challenges that they may not face themselves.

We operate in a traditionally male dominated sector, so recognise we need to do more to support women in the workplace. It's a constant focus for us. We have been a long-term partner with Meat Business Women and, in 2025, took the additional step of 'unlimited' membership – meaning that anyone at Avara can benefit from resources, networks and support on offer, with no barriers to entry. In the last 12 months, our members have built relationships, shared experiences and we've also hosted Masterclasses on a range of subjects.

We launched our 'Let's Talk Menopause' campaign back in 2023 and have continued to develop it as a way of raising awareness of the challenges the menopause can create; both professionally and personally. Our aim is for Avara to be a safe place to discuss issues and share experiences. Complementing this, we have a formal menopause policy and a variety of information, including a managers' toolkit to support all colleagues.

In the last 12 months we've recruited menopause champions, started our menopause training programme and have now been officially recognised as a Menopause Friendly Employer, accredited by independent menopause experts, Henpicked.

Our efforts were recognised, with our Let's Talk Menopause campaign winning the 2025 Meat Business Women Allyship Award.



"We were delighted to receive the MBW Allyship Advocate Award in recognition of Our Menopause Movement. Receiving this award means so much to us. It reflects the passion, effort, and collaboration that has shaped Our Menopause Movement from day one. We're committed to breaking stigma, raising awareness and ensuring every colleague feels supported – not just now, but long into the future."

**SOPHIE TAPP, ONE OF THE PROJECT LEADERS FOR THE MENOPAUSE MOVEMENT**



**FOOD BUSINESS CHARTER**

We are proud signatories of the Food Business Charter, which aims to boost female representation across the food industry by 2035. The Charter, co-created by Meat Business Women and a host of industry leaders, ourselves included, reflects a strategic commitment and collective determination to remove barriers and create meaningful opportunities for women at all levels.

## GENDER PAY

Our most recent 2024 gender pay snapshot has shown our pay gap has reduced to 9.4%. This signals we are back on track to make consistent progress in closing the pay gap, after 18 months of significant business change heavily impacted our previous snapshot. We are confident that like-for-like roles are paid consistently, but there remains uneven representation between men and women across the various levels of our business, which is visible in our gender pay gap.

We continue to take action with particular focus on removing barriers that might prevent women from joining or progressing within Avara.

GENDER SPLIT		
GENDER SPLIT	MALE	FEMALE
COUNT	3782	2115
PERCENTAGE	64.13%	35.87%
SMT GENDER SPLIT		
GENDER SPLIT	MALE	FEMALE
COUNT	138	77
PERCENTAGE	64.18%	35.81%
<b>MEDIAN GENDER PAY GAP</b>		9.4%



## MAINTAINING A SAFE PLACE TO WORK

We've made safety at work one of our highest priorities – in terms of physical health and safety, and also freedom from exploitation. We work hard to make sure that this is always the case.

## CHAMPIONING HEALTH AND SAFETY

The health and safety of our people is paramount. There has been, and continues to be, a focus on improving our safety culture and behaviours at all locations with local briefings delivered by line managers, colleague council meetings, management conferences and weekly and monthly huddles and meetings, emphasising that safety is our number one priority.



## HUMAN RIGHTS AND ETHICS

When it comes to protecting our people from exploitation, our approach falls into three broad activities:



**Understanding and mitigating the risk in our business.** This is where making sure that the workers' voices are heard is so important, and we've done a lot recently, through Regional Colleague Councils and MyAvara, to make speaking up easier.



**Conducting appropriate due diligence.** This takes place both within our business and also our wider supply chain, through audits and supplier engagement. Our anonymous Whistleblowing line is critical.



**Training and awareness.** Making sure that people understand what modern slavery is, and what to do if they suspect there's an issue, is vitally important if we are to both identify risks and also protect potential victims.

These measures have helped us have zero issues concerning modern slavery in the last 12 months. We remain vigilant and are determined to make it as difficult as possible for modern slavery to establish a presence at Avara Foods. You can find out more about our recent progress in our modern slavery statement, which is available on our website.





# OUR ANIMALS

## A NEW ERA IN WELFARE

Continuous improvement in welfare has always been our goal and we have established a track record of consistent, incremental improvements over many years.

In March 2025, however, we completed a major step-change in welfare by reducing bird numbers on farm. This means that our entire broiler chicken farm supply base is operating at 30kg per square metre, well below current EU (42kg) and UK (39kg) regulations and the Red Tractor (38kg) standard.

The switch reflects commitments by the majority of UK retailers to sell their core range of fresh primary chicken, a key purchase for over 90% of UK consumers, to birds reared at a lower stocking density.

The early performance of the lower stocking density has shown significant improvements across key physical welfare indicators, notably in the reduced occurrence of pododermatitis (podo) and hock marks, which have reduced by 45% and 54% respectively.



These improvements are directly attributed to the lower stocking density, as fewer birds on a farm means the bedding can be more effectively managed, especially during challenging weather.

Importantly, it's not just bird welfare that's improved, there are sustainability and management benefits too. The lower stocking density has meant less feed is being used by each bird to reach the same weight, reducing the carbon footprint per bird, and feedback from farmers highlights they have more time and space to manage their birds and review flock health.

Welfare improvements can be achieved throughout the agricultural supply chain, and we have delivered more incremental change alongside the step-change achieved through a density reduction.

A healthy egg produces a healthy chick, so we've focused on our hatcheries and making sure that the eggs are the best possible quality, and are cared for appropriately. In recent years we've invested in award-winning technology to consistently and effectively reduce pathogens during the hatching process.

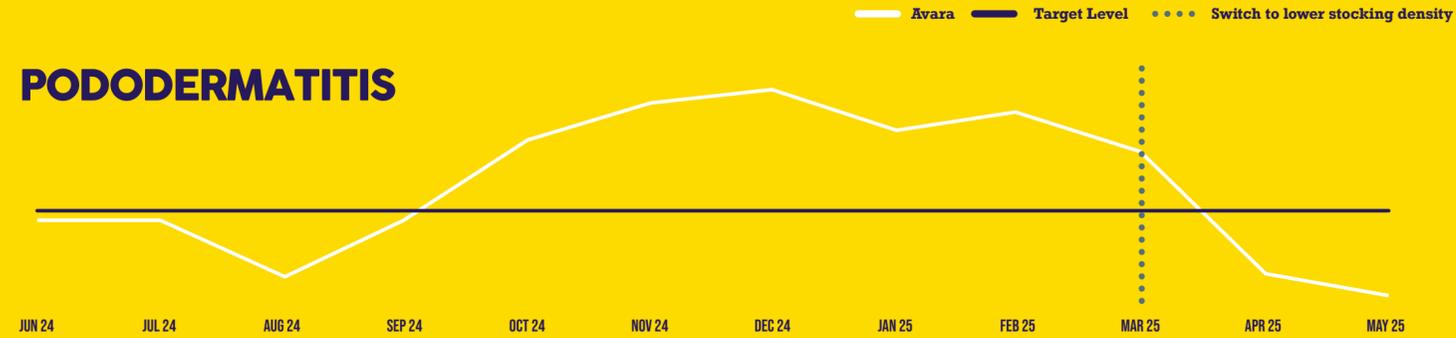
More recently we've reviewed our egg selection processes, making sure that our grading is accurate and that the eggs are in the best possible condition, to give the chick the best possible start in life. As a result, we have seen 7-day mortality drop from around 2% in 2019 to 1.16%.

During 2025 we have also reformulated our birds' diet. Working closely with our nutrition partner, Premier Nutrition, we have adjusted the ingredients and ratios within the feed and seen improvements as a result. Most notably, it has contributed to an improvement in feed conversion, meaning that the birds retain more of the nutrients in their feed, which supports healthy growth and reduces excreta.

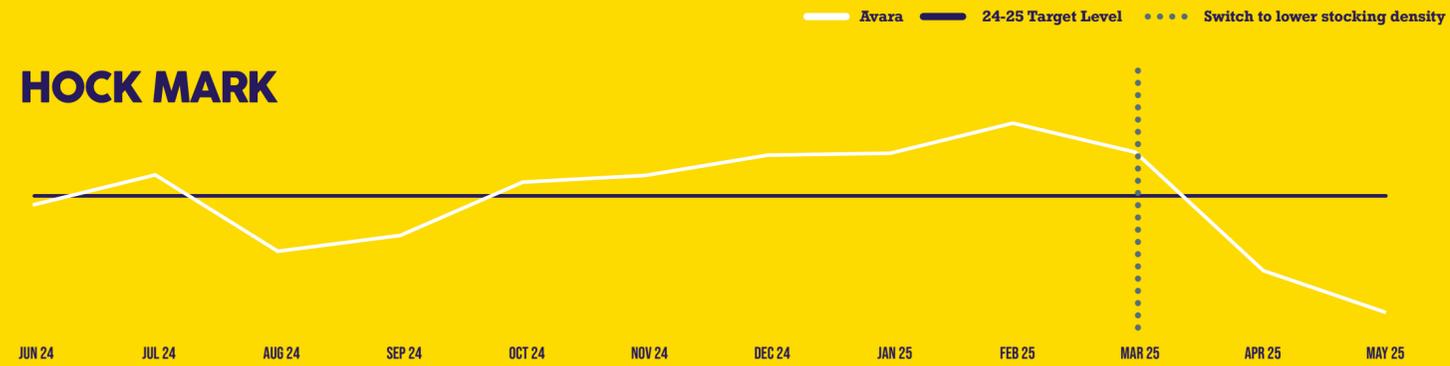
We do not use growth hormones or prophylactic antibiotics, and have consistently reduced our antibiotic usage, averaging 10.76mg/PCU, significantly below the government-approved target for responsible antibiotic use of 25mg/PCU. It remains a key area of focus, working with independent vets to maintain excellent health and welfare, whilst minimising use and working with APHA and research institutes to monitor antibiotic resistance patterns.

# RECENT PERFORMANCE

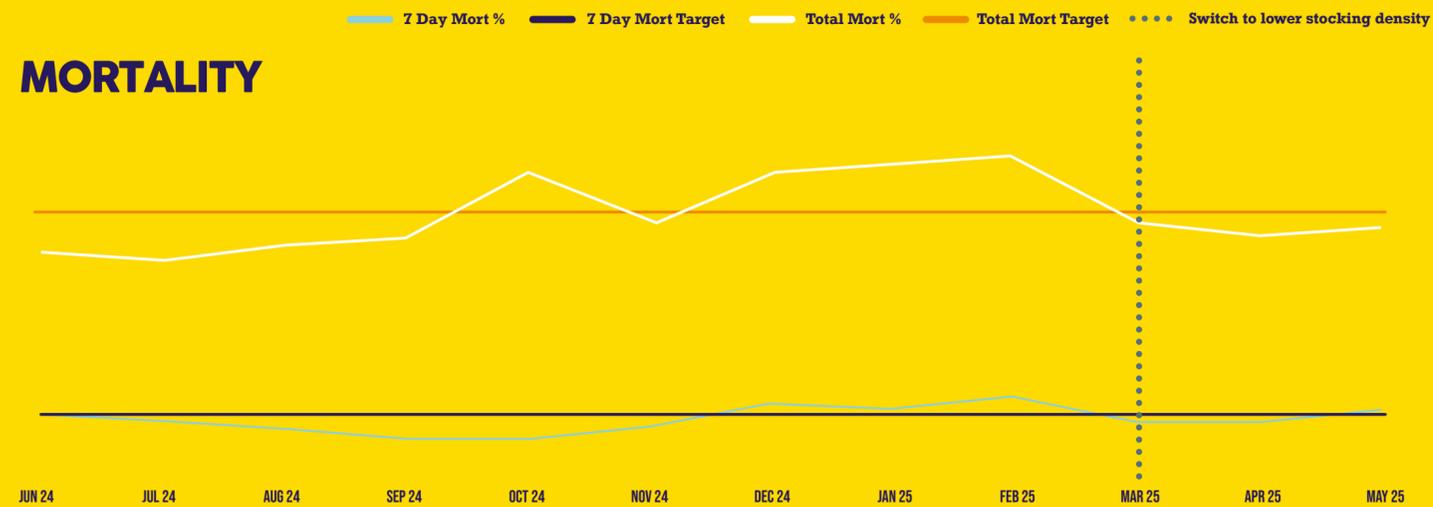
## PODODERMATITIS



## HOCK MARK



## MORTALITY



# AN INNOVATIVE APPROACH TO AGRICULTURE

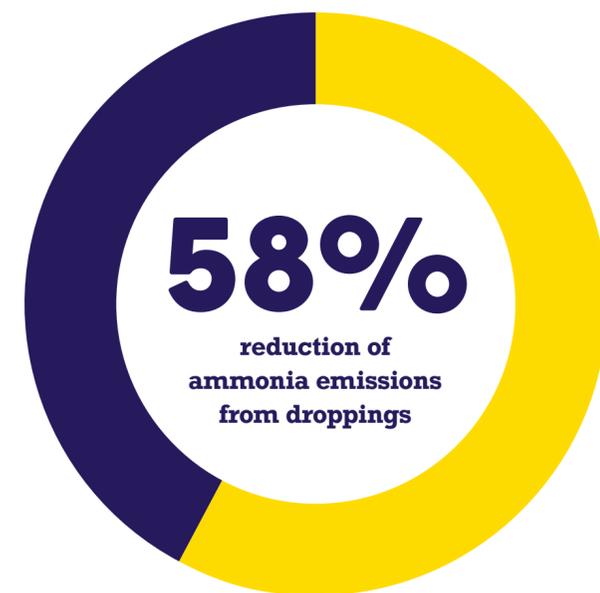
We're collaborating with a leading biochar manufacturer and two world-leading research institutes to develop and trial biochars. The potential benefits from these trials are twofold: reducing ammonia emissions in poultry litter, which can cause welfare issues when too high, and locking in more phosphorous to poultry manure when it's spread on land as an organic fertiliser.

At high concentrations, ammonia emissions within poultry housing can have a negative effect on the welfare and productivity of the birds. In early testing, biochar has been shown to reduce ammonia emissions from droppings by up to 58% (Steiner et al., 2010). We're collaborating with a manufacturer and research institutes to develop and prove a cost-effective biochar for UK growers to address these emissions. The biochar will be deployed in the bedding and will work by binding ammonium to its surface, preventing release as ammonia gas.



In some of our Turkey flocks we've been trialing a phytogenic feed additive, known for its qualities in supporting intestinal gut health. It's thought Improvements in this area could result in improved litter management. The initial data has indicated some performance growth benefits, and we are continuing the trial to better understand this.

“We're collaborating with manufacturer and research institutes to develop and prove a cost-effective biochar for UK growers to address these emissions.”



# AVIAN INFLUENZA

The threat of Avian Influenza (A.I.) continues to be a cloud that hangs over our sector, especially for Turkey production, which poses a heightened risk, due to the higher susceptibility of Turkey compared to Chicken, and their longer lifespans. Whereas historically, there would be clearly defined 'seasons', with outbreaks largely confined to autumn and winter months, perhaps into early spring, we now see cases throughout the year – even at the height of summer.

We have long recognized the risk A.I. presents and established stringent biosecurity rules that came into operation during higher risk periods. Today, that means that our tightest controls are in place most of the time, because tight biosecurity and excellent farm housekeeping are our best defenses against incursion.

The impact of an outbreak is devastating. Rapid transmission, high mortality and large scale culling to contain the spread of the disease, are an enormous welfare challenge. In addition to this, the farmers experience significant strain from lost flocks. There are immediate consequences: from the cost of cleaning and disinfecting and the value of the lost birds, as well

as trade implications for farms caught in Protection and Surveillance Zones, and the cost of leaving affected farms empty, as required by Defra processes. Unfortunately, the compensation available covers only half of the true cost of an outbreak, and even that figure is reliant on timely intervention by APHA.

Frequently underreported is the emotional toll A.I. takes on farmers. While birds are on farm, it is the farmer's duty to care for them, and make sure that they receive the best possible care. Watching the effects of A.I., powerless to help, goes against everything that farmers set out to achieve, and is a painful experience for everyone involved.

Vaccines could be a solution, and other European countries are making progress. While there are advantages to a vaccination programme, current options do not guarantee against infection, which would require a screening programme, and there remain unanswered questions about how vaccine use would affect international trade. We see the potential and are working closely with others in the industry and Government to establish the best way forward.



# OUR CONSUMERS

## MEETING GROWING DEMAND IN A SECURE AND SUSTAINABLE WAY

We take great pride in the role we play to ensure that food is available and affordable for the widest possible sections of society. Since 2000, the demand for chicken has risen more than for any other meat, but only 40% of this growth has been met through domestic supply. Imported meat accounts for the rest.

Through hard work, investment in technology and infrastructure and an ongoing commitment to an inclusive and supportive culture, we are confident that we can compete with production from anywhere in the world, provided everyone plays by the same rules.

Demand for chicken in the UK is projected to keep growing as the UK population grows and consumers increasingly choose white meat over red. This creates exciting potential for growth for us and others in our sector, bringing with it investment, jobs and economic value; particularly for rural communities.

However, our ability to meet rising demand is being hampered by a planning system that is in a state of paralysis, preventing investment and growth, and by increasing volumes of imported poultry, which does not meet UK legal requirements and do not have the same track record of continual improvements in welfare and sustainability.

We are close to a tipping point where demand can just about be satisfied today, but without change, it is hard to see how future growth can be accommodated without increasing UK reliance on imports and weakening food security.



## CONSUMERS CONTINUE TO FEEL THE SQUEEZE

While the UK hit peak inflation in 2022, inflation persists and is maintaining a tight squeeze on household incomes. While consumer confidence has certainly bounced back from its lowest point during the cost-of-living crisis, there's certainly little optimism on display.

Overall, consumption of meat, fish and poultry is up on the previous year while the number of people cutting meat out of their diet has reduced. This is consistent with a consumer trend for healthy, natural protein over ultra-processed foods, which have been the subject of many high-profile campaigns. The impact of GLP-1 medications on overall consumer shopping behaviour is not yet clear, but it is reasonable to assume that lean meat, like chicken and turkey, that are naturally satiating are less likely to be at risk, should GLP-1 use increase.



Almost 85% of households purchase fresh chicken and what they buy is equally illustrative of their mood. In previous years, we've highlighted new products, designed to make less popular cuts more accessible and at a lower price point. These remain as popular as ever and are consistent with a broader move away from red meat and into poultry as consumers seek healthy, natural protein that has good sustainability credentials and is, most importantly of all, affordable. Poultry hasn't got cheaper, but comparatively other meats have become more expensive. In those regards, poultry, especially chicken, ticks all the boxes.



## UNDERSTANDING CONSUMERS

It's crucial that we understand not only the budgetary pressures our consumers face, but also listen to their evolving needs, harnessing insights from a range of sources to ensure we're consistently hitting the mark on exactly what they want.

There's a number of ways we do this, from market data and consumer surveys, to focus group panels and more recently, utilising AI. In 2025 we partnered with AI experts Bulbshare, helping us run and analyse consumer insights and unlock extra value from our data. This whole toolbox of consumer insights, along with the right balance of behind-the-scenes expertise, helps us stay ahead of the game and at the forefront of shoppers preferences.

The data tell us that poultry is a market in growth; and in the last 12 months 38% of people are consuming more of it, with 34% of people expecting to continue eating more in the future. These purchasing decisions are driven by four key considerations: health, cost, sustainability and animal welfare reasons. Those consuming more, are predominantly driven by health and cost, those consuming less is also predominantly driven by cost, welfare and sustainability.

Whilst turkey is bought and consumed year-round, Christmas remains its most popular period on the calendar by a distance. It continues to be the preferred meat of choice at Christmas, and in 2025 nearly two thirds of all consumers ate some form of turkey over the Christmas period, and the likelihood to do so again remains high. Whilst chicken and beef are popular alternatives, when it comes down to it, Turkey is the top choice for most, with a whole bird remaining the most popular meal centrepiece.

## PUTTING SAFETY FIRST

Food safety and quality is critical to our business success and at the heart of how we do business.

Recently we have reinvigorated our food safety and quality (FS&Q) culture, making sure that we cannot become complacent or simply assume that our high standards will maintain themselves. Built around the "5 C's" of Food Safety – Cold, Contamination, Clean, Customer, and Challenge – we are inspiring teams across the business to think consciously about Food Safety and Quality and really test themselves, to make sure that they understand the importance we place on it, and the high expectations we place on them.

One of the independent measures of success is the BRC audit process: an independent, often unannounced, assessment of our food safety and quality standards. All our processing sites are rated AA+ or A+.

We're proud of what we've accomplished so far, and the high standards we've achieved, but we understand that these cannot be taken for granted and will continue to make it a priority area of focus into the future.





# OUR COMMUNITIES

Avara plays a key role in our local communities as a significant employer, neighbour, investor and partner to local companies. We understand the importance of offering stable careers, opportunities and development, but also the role we play as a wider member of those communities.

We want to be recognised as a business that respects its position at the heart of the community, understands their needs and harnesses its resources to deliver positive and meaningful change. We do this through focusing our efforts around where we can make the most difference; tackling food poverty and encouraging healthy active lifestyles.

## FIGHTING FOOD POVERTY

We've been longstanding supporters of food charities at a regional and local level, and the scale of our business and the volumes we work with, mean that we're well placed to make a meaningful contribution and help those that need it most.

### CASE STUDY - FARESHARE PARTNERS

We've been long-term partners with FareShare for many years, and in Autumn 2025 our donations surpassed the 2m equivalent meals milestone.

As a business producing high quality, healthy protein that millions of people depend on and purchase every single week, we're well placed to help those at risk of food poverty. We believe wholesome and nutritious food should be accessible to everyone, whoever you are, and our longstanding partnership with FareShare provides the perfect platform to help those who's budgets are tightest. Our partnership with FareShare is unique, in that our regular product donations guarantee fresh, A-grade protein on a dependable weekly basis, free of charge.



“Protein is one of the hardest categories to source within the charity food network, yet it’s essential for creating nutritious, nourishing meals. The mix of consistent and ad hoc supply from Avara has made a real difference, helping turn what was once a “surprise chain” into a more predictable and efficient supply chain. This enables better planning and redistribution, the reliability removes a key variable for our regional centre’s, allowing us to meet the needs of Charity Members more effectively.

Avara’s contribution is helping us deliver greater impact across the charity community.”

**NICOLE SANCHEZ-CASTILLO, DIRECTOR OF FOOD PARTNERSHIPS, FARESHARE**

Alongside FareShare, all our major operational sites have established relationships with local foodbanks, regularly donating products and funding to support those on their doorstep.

“Each Christmas, Crisis supports people experiencing the worst forms of homelessness by offering nourishing food, warmth and access to vital services like healthcare and housing advice. Since 2023, Avara have generously donated the turkeys for our show-stopping Christmas day lunch, helping us to ensure that our guests feel truly valued and cared for. We can’t overstate the positive impact of this donation each year – once well fed, our guests are much more able to turn their attention to the other forms of support on offer and take the first steps towards ending their homelessness”.

**IAN RICHARDS, HEAD OF CHRISTMAS AT CRISIS UK**



# CREATING OPPORTUNITIES FOR THE NEXT GENERATION

## CASE STUDY - ENCOURAGING YOUTH PARTICIPATION IN SPORT

Since 2003, we have been sponsors of Luctonian's community outreach programme, and in 2025 it had a makeover. Now known as the Avara Community Coaching Programme, and continuing its great work, this initiative helps ensure children in the local communities can access sport and recognises the wider impact that sport can impart on their mental and physical well-being, where skills such as teamwork, communication and leadership can all be learnt in a fun and encouraging environment.

Through the ongoing partnership in we have helped deliver meaningful opportunities for children and young people to participate in structured, inclusive, and enjoyable sporting activities.

Across 2025, the programme has continued to deliver thousands of hours of sports provision to children across Herefordshire, Shropshire, Worcestershire and Powys, offering an extensive and varied provision, including mainstream curriculum sports coaching, after-school programmes, school-holiday clubs, and the Annual Tag Rugby festival, which welcomed hundreds of children.

We are proud of this partnership and the new brand reflects our ongoing commitment and shared goal of helping more young people access sport and activity.



“2025 has been an important one for our partnership between the club and Avara Foods. We welcomed a new Community Coaching Lead, introduced a new initiative which saw over 110 boys and girls introduced to contact rugby for the first time, as well as continuing to offer and grow our well-established multi-sports programme. We are so grateful to Avara Foods for their continued unwavering support, which enables us to deliver this, as it offers children all the benefits gained through regular exposure to sport and physical activity, whilst strengthening community connections.”

**ALEX SMITH, LUCTONIANS DIRECTOR OF OPERATIONS**

# FUNDRAISING

Products and funding aren't the only we make a difference, our teams are passionate and proactive supporters of their communities, fundraising and volunteering for a host of different charities and organisations.



DRAGONBOAT RACE FUNDRAISER

PROSTATE CANCER UK CHARITY HEADSHAVE



MACMILLAN COFFEE MORNING



DRAGONBOAT RACE FUNDRAISER



CHARITY BIKE RIDE



YORKSHIRE THREE PEAKS CHALLENGE



**FOR  
GOOD**

A yellow, curved graphic element resembling a smile or a wide 'U' shape is positioned directly beneath the word 'GOOD'.