



Human Rights Impact Assessment: Pilgrim's UK Pork and Lamb Supply Chain

Public Report

March 2023

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Acronyms

BQP – British Quality Pork

CAP – Corrective Action Plan

ETI - Ethical Trading Initiative

EU – European Union

HRIA – Human Rights Impact Assessment

ILO - International Labour Organisation

NFU – National Farmers Union

NRM – National Referral Mechanism

UDHR - Universal Declaration of Human Rights

UNGP - United Nations Guiding Principles

1. Executive Summary

PLEASE NOTE - THIS REPORT WAS CARRIED OUT BETWEEN OCTOBER 2021-FEBRUARY 2022. REFERENCES TO THE PRESENT TENSE ARE OF COURSE NOW PAST TENSE. A NUMBER OF THE ISSUES RAISED WERE UNIQUE TO THAT TIME PERIOD, BEING THE ENDING OF THE COVID PANDEMIC, AND SOME OF THE ISSUES RAISED HAVE ALREADY BEEN RESOLVED. PLEASE SEE THE ACTION PLAN FOR MORE DETAILS.

Impactt has undertaken a Human Rights Impact Assessment (HRIA) on behalf of Co-op, Waitrose and Pilgrim's UK. The assessment covered Pilgrim's UK's outdoor-bred pig farms and lamb farms, as well as Pilgrim's UK's own processing and abattoir sites in the UK, from which Co-op and Waitrose source all their pork products (lamb products are sourced for Waitrose only). The purpose of the HRIA is to help Co-op, Waitrose and Pilgrim's UK understand whether their business practices are having an impact on farmers, workers and other rights holders working in the pig and lamb supply chains, and what actions they can take to mitigate, prevent, or remediate any identified impacts.

For clarity, pig supply chain refers to a shared supply chain of Co-op, Waitrose and Pilgrim's UK, and lamb supply chain refers to Pilgrim's UK and Waitrose operations only.

FOR A LINK TO THE ACTION PLAN PLEASE CLICK
<https://www.pilgrimsuk.com/sustainability/sustainable-business-community/Human-rights-assessment>

1.1 Focus of the HRIA

The primary focus of the HRIA is on pig and lamb farms. Co-op and Waitrose have strong relationships with their supplying farms, but not as direct nor as regularly as Pilgrim's UK, the processing company, which manages the abattoirs and processing sites. Impactt's HRIAs are worker centric and prioritise the testimony of workers through worker interviews. This means that the HRIA reflects the lived experience of the worker.

While interviews with management and document review take place, these are to understand the impacts further and are not designed to triangulate individual claims made by workers. It should be noted that where separate multiple workers report similar lived experiences, this suffices as corroboration for the existence of the impact in question.

1.2 Methodology

Impactt's HRIA methodology is informed by the Danish Institute for Human Rights framework and designed to identify any negative human rights impacts resulting from Co-op, Waitrose and Pilgrim's UK's business activities and relationships on key rights holders, workers and farmers in the pork and lamb supply chains. The report also identifies positive impacts and good practices. The HRIA was informed by:

- The International Labour Organisation (ILO) Core Conventions at Work
- The Universal Declaration of Human Rights (UDHR)
- The Ethical Trading Initiative (ETI) Base Code
- The United Nations Guiding Principles (UNGPs)

Impactt carried out onsite assessments at two abattoirs (owned by Pilgrim's UK), two processing sites (owned by Pilgrim's UK), eight integrated British Quality Pork (BQP) farms and two independent farms, and four lamb farms. The HRIA has highlighted the interconnecting dependency of the meat processing supply chain. For example, labour shortages affecting abattoirs and processing sites have an impact on farms, because animals must remain on site for longer on pig farms, and this affects costs and farmers' ability to receive weight-related bonuses.

As part of the HRIA Impactt engaged a total of 127 people:

- 74 workers
- 9 pig farmers
- 4 lamb farmers
- 18 internal head office teams from Pilgrim's UK and Co-op and Waitrose, including procurement, buying and human rights teams
- 12 management teams from Pilgrim's UK sites
- 4 representatives from 4 NGOs
- 6 representatives from two recruitment agencies

1.3 Key findings

Overall, farmers are satisfied with the partnership with Pilgrim's UK as the partnership offers stable income and long-term stability to farmers. An important positive finding is that there are no reported cases of workers

having lost their jobs since the start of the COVID-19 pandemic. This is linked to Pilgrim's UK continued purchasing.

TO HELP FARMERS COPE WITH THE CRISIS, PILGRIM'S UK, CO-OP AND WAITROSE INCREASED THE PRICES PAID TO PORK FARMERS. THIS ENSURED THAT PRODUCERS WERE NOT DISADVANTAGED BY FALLING PRICES AND ENSURED THAT FARMERS DID NOT FIND THEMSELVES HAVING TO KILL PIGS ON FARM AS THEY COULD COVER ADDITIONAL COSTS AS REQUIRED. CO-OP AND WAITROSE ALSO PROMOTED BRITISH PORK IN THEIR STORES TO DRIVE SALES AND HELP BRING STABILITY BACK TO THE SECTOR.

Impacts at farms

This is a selection of key impacts at farms.

This report was carried out during the pandemic and due to labour shortages at the abattoirs and processing sites pigs remained on farms longer than usual - meaning farmers had to meet additional costs.

Working hours: Workers have irregular working hours and work excessive hours throughout the year. Workers on one farm were working 72 hours per week at the time of the HRIA. Hours are impacted by moving land for pigs and covering the shifts of workers taking annual leave, for example. The harvest period also impacts working hours on farms with other enterprises. On lamb farms, excessive working hours is associated with negative effects such as poor mental health. Many work more than 10 hours per day and have no weekly rest day.

Living wages: Impactt uses the Living Wage Foundation's real Living Wage rate¹ in this report as this is sufficient to meet everyday needs based on the cost of living in the UK. Workers' wages vary between farms. Workers on some farms are not paid overtime, but only bonuses that depend on the number of pigs accepted at abattoirs. Farmers have no control over this bonus, because it depends on abattoirs' capacity to process the pigs. Not all workers are paid the Living Wage Foundation rate. Farmers report that workers' wages are going up, and that pig prices do not reflect these costs.

Regular employment: Farms depend on family workers and other temporary workers, such as students and apprentices. Family workers, who do not have employment contracts, help with the workload on farms on an ad hoc basis during busy periods. This includes loading pigs and cleaning sheds. Some also have full-time jobs elsewhere. The lamb farms visited for the assessment are family-owned and run operations. Therefore, the workers helping to run the farm are mostly family members.

¹ This should not be confused with the UK minimum wage for employees over 23 years of age, which is called the "National Living Wage".

Working conditions are safe and hygienic: Standards on farms vary. In isolated cases workers report being bitten by large pigs, accidentally injuring themselves with syringes, and not receiving training on how to handle chemicals and operate machinery. The mental well-being of some farmers is impacted by issues including long working hours. Putting down pigs is not the norm on farms, in the very rare circumstances this does happen for animal welfare reasons this can cause farmers more impacts on their mental health as they do also reside at their place of work, making a work/life balance more difficult to maintain.

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Purchasing practice impacts: Farmers reported that the market price of lamb fluctuates weekly and does not reflect the cost incurred by farmers to run their farms which is gradually increasing. There is currently no commitment to a price floor per lamb, so farmers cannot be confident of earning a living wage. This negatively impacts farmers' mental well-being.

Impacts at abattoirs and processing sites

This is a selection of key impacts at abattoirs and processing sites.

Migrant workers: Migrant workers are more vulnerable to impacts as they may not speak or understand English fluently. This affects their understanding of their rights.

Working hours: Planning challenges include the impact of short-term weather-related changes to customer demand (such as good weather for BBQs) - this means that Pilgrim's sites are not always able to plan their staffing effectively, and excess hours are sometimes required to keep up with demand.

Recruitment fees or related costs: Owing to labour shortages in the UK's meat processing sector, Pilgrim's UK recruits butchers from overseas. During this HRIA, workers from Uzbekistan and Belarus were found to have paid recruitment related costs, including visa application fees and transport costs. Impactt raised these cases with Pilgrim's UK, and the fees and costs have since been reimbursed.

Access to grievance mechanisms and remedy: While there is signposting and information on grievance mechanisms at sites, only one worker was documented as being aware of the Speak Up helpline. Agency workers rely on agency representatives at sites to address their grievances and issues at work. Greater awareness around grievance lines should be improved.

2. HRIA Methodology

Impactt's Human Rights Impact Assessment (HRIA) methodology is informed by the Danish Institute for Human Rights framework and designed to identify negative human rights impacts of purchasing practices and business relationships between Pilgrim's UK, Co-op and Waitrose on key rights holders, workers and farmers in the pork and lamb supply chain. The report also refers to positive impacts and good practices found during the HRIA. The HRIA was informed by, and should be read alongside:

- The International Labour Organisation (ILO) Core Conventions at Work
- The Universal Declaration of Human Rights
- Ethical Trading Initiative (ETI) Base Code
- United Nations Guiding Principles (UNGPs)

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This HRIA is based on a worker-centric approach. Impactt has therefore placed an emphasis on workers' experiences alongside the reports of farmers and managers, especially when multiple workers have reported the same issue. The research also included physical inspection of farms and processing units/abattoirs and document review (including employment contracts, pay and hour records, grievance logs, etc) to further understand the impact of purchasing practices and business relationships on rightsholders.

The focus of the HRIA is to investigate issues affecting workers, farmers and managers within the supply chain, and understand how business practices give rise to or mitigate those issues. The HRIA is not designed to investigate and triangulate individual incidents reported by workers. The triangulation process rather focuses on verifying the existence of systemic problems with human rights implications. Triangulation for such systemic problems, or "impacts", may include a confluence of evidence from worker reports, management and farmer interviews, and documentary review. The existence of similar reports from multiple workers is also considered sufficient evidence of an impact.

While the investigation of individual incidents is beyond the scope of this report, certain individual claims arising during worker interviews may warrant separate follow-up by Pilgrim's UK.

four phases.



Stakeholders Engaged

As part of the HRIA Impactt engaged a total of 127 people:

- 74 workers
- Nine pig farmers²
- Four lamb farmers
- 18 internal head office teams from Pilgrim’s UK, Co-op and Waitrose including procurement, buying and human rights teams
- 12 management teams from Pilgrim’s UK sites
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- Six representatives from two recruitment agencies

2.1 Basis of analysis

The following sections provide the key findings of this HRIA against expected outcomes. We provide (past or current) negative impacts considered to have high severity or medium to low severity impact. The analysis is based on severity, prevalence and linkages.

Severity and prevalence

Impactt’s severity rating is based on the degree to which issues affect workers’ experience, as well as how prevalent the issue is (the number of workers affected). The assessment team has determined the severity of each impact and validated this through senior internal review, based on Impactt’s experience and expertise. Due to the varying nature of issues and differing contexts of sites³, it is not possible to give quantitative criteria for severity⁴. The qualitative criteria used are as follows:

- High severity: the issue is prevalent and has a very negative impact on affected workers.

² 1 farmer was on sick leave during Impactt’s assessment. Impactt interviewed only workers on this farm.

³ This is particularly the case for farms, which are independent enterprises with differing set-ups.

⁴ E.g., number of workers reporting an issue.

- Medium to low severity: the issue is less prevalent and has a more moderate negative impact on affected workers.

Impact index

The colours represent the impact's severity.

	Negative (high severity)
	Negative (medium to low severity)
	Positive

Linkages

One objective of this HRIA is to make the connection between the impacts identified upstream and each of the downstream companies in the supply chain (Pilgrim's UK, Co-op and Waitrose). Impactt has therefore identified the main business activities influencing these impacts and given a weighting to each company's involvement with each business activity.

Linkage index

The colour represents the linkage between business activity and the relevant company.

	Strongly linked
	Moderately linked
	Not linked

Company	Business activity			
	Pricing	Purchasing practices	Requirements on standards being met from sites	Requirements on standards being met from farms
Pilgrim's UK				
Co-op and Waitrose				

We refer to these linkages in findings tables. Some impacts cannot be linked directly to Co-op and Waitrose but have been included as observations for attention.

2.2 Limitations of the HRIA

- **Lack of visibility of farm workforce:** The workforce data for two farms received during the

planning phase of this HRIA were different to the actual number of workers on farms. The workforce data for three farms were unavailable.

- **Sample size for pig farms:** Impactt did not have a worker sample size for pig farms for the reason above, but instead had a number of farmers we aimed to assess. Impactt independently selected all eight farms, except the additional two Co-op Producer Group farms (Farms 9 and 10) which were selected by Pilgrim's UK. Impactt independently selected and interviewed the workers on Farm 10.
- **Sample size for Pilgrim's UK abattoir and processing sites:** The focus of this HRIA was to understand farms, because this is where Pilgrim's UK, Co-op and Waitrose had less visibility, so Impactt did not spend as much time at Pilgrim's UK abattoirs and processing sites as we would normally have done.
- **Remote assessments:** As pig farms were similar in their set-up and could be compared with other similarly sized farms, Impactt decided to use a blended methodology of on-site assessments and remote assessments. Impactt conducted two pig farm assessments remotely and interviewed two workers in the sample through a video call. The farmer interviews were conducted separately to the worker interviews. Our assessment teams are trained to build trust with workers by conducting interviews this way.

3. UK Operating Context

The HRIA framework was developed in consideration of the country and industry context, following desktop research and interviews with stakeholders.

Meat industry operations in the UK range from livestock farming and slaughtering to processing and packaging. The UK meat industry is currently experiencing interconnected challenges, particularly regarding post-Brexit labour supply problems and the impact of COVID-19. Brexit in January 2020 ended workers' freedom of movement between the UK and the 27 European Union (EU) countries and led to increased uncertainty over the immigration status of migrant workers who were living and wanted to remain in the UK. The 2020 COVID-19 pandemic also caused many migrant workers to leave the UK to be with their families.

These factors have created a shortage of skilled workers such as butchers, and this has severely affected the UK meat industry. Meat processing in the UK employs around 97,000 people, of which about 62% are EU nationals.⁵ Slaughtering and processing jobs in the UK do not attract local workers as much as migrant workers. As a result of labour shortages, UK pig farms have been left with a backlog of pigs, totalling around

⁵ <https://britishmeatindustry.org/industry/workforce/>

170,000. Some farms are running out of space and have needed to cull pigs, while others have seen an increase in spending on feed and straw, causing farmers to lose £25 per pig over the course of less than a year.⁶

The heavier pigs have also become ineligible for the weight-related quality bonuses on which many farmers rely for profitability when selling to Pilgrim's UK. To ensure farmers were not penalised for the abattoir backlog, Pilgrim's UK increased the upper threshold of its premium "Q grade" weight class from 108kg to 115kg on 15 February 2021. However, farmers were still reporting in interviews with Impactt in late 2021 and early 2022 that they were missing out on weight-related bonuses due to the backlog.

Labour conditions in meat processing plants have been impacted by COVID-19. Conditions at sites have been a breeding ground for COVID-19 pandemic affecting migrant workers, who are less likely to report COVID-19 symptoms to avoid endangering their employment.⁷ Meat industry occupational health and safety issues are also widespread; for example, accidents are common due to sharp equipment and machinery.⁸ Wages in this sector are not considered attractive for the work required, which is often in cold rooms standing up all day, compared to employment in a packaging warehouse in the same area.

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The livestock farming sector suffers from a lack of supply chain transparency because of the sector's composition. Data on the number of workers on the farm are unreliable, as many farmers use family members to help with farm work. Approximately two-thirds of farm holdings in the UK are small, family-run operations⁹ and are not adequately regulated. Occupational health and safety issues are widespread.¹⁰

⁶ https://www.farminguk.com/news/pig-sector-faces-collapse-as-on-farm-backlog-deteriorates_59768.html

⁷ ILO Sectoral Brief, 2021 https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---sector/documents/briefingnote/wcms_769864.pdf

⁸ <https://inews.co.uk/news/uk/revealed-heavy-toll-of-injury-and-amputations-suffered-by-slaughter-workers-serving-britains-8bn-meat-industry-180819>

⁹ <https://www.fwi.co.uk/business/business-management/succession/arrest-decline-small-family-farms>

¹⁰ <https://www.hse.gov.uk/agriculture/hsagriculture.html>

Livestock farms attract mainly young, male workers from communities in close proximity to farms, and there is also a reliance on casual and seasonal temporary workers.

Processing and abattoir production sites are usually located on the outskirts of cities and towns. Livestock farms are established in rural and remote areas. Both require a form of reliable transport for workers who do not live nearby. Pilgrim's UK sites are based in the East Anglia region, where most pig farms are located. Many migrant workers, mostly from Eastern European countries, have also settled and work in this region. Lamb farms are primarily based in Wales and England's West Country, where many seasonal migrant agriculture workers can be found.

As migrant workers comprise a large proportion of the meat industry workforce, the industry alongside the fishing industry is at the highest risk in the UK for forms of labour exploitation, including modern slavery. Risks could be exacerbated as migration patterns are changing because of Brexit. Migrant workers are seeking alternative recruitment routes for jobs in the UK.¹¹ In 2020, there were 10,613 potential victims of modern slavery and trafficking in persons reported to the UK's National Referral Mechanism (NRM). According to stakeholders interviewed, the main nationalities reported were British (mostly people with addictions and drug use), Albanian, Polish and Romanian nationals.

4. Pig and Lamb Supply Chain

Pig

Pilgrim's UK pig supply chain is partially vertically integrated, meaning Pilgrim's UK owns and manages production divisions in the supply chain. This includes the abattoirs and processing sites and some pig farms through a contract farming model called British Quality Pork (BQP). Pilgrim's UK has around 340 pig farming partners engaged through BQP and independent third-party farms.

This HRIA includes Pilgrim's UK two abattoirs, two processing sites, eight integrated farms (BQP) and two independent farms. Impactt categorises farm sizes based on the number of workers on the farm.

- Small farms: farmer and up to two workers
- Medium to large farms: farmer and more than two workers

Impactt assessed four small farms¹² and six medium to large farms. Three of the farms had additional enterprises beside the rearing of pigs, including arable, crop, cattle rearing and sheep rearing activities.

¹¹ Stakeholder interview

¹² On 3/4 farms, the farmer is the sole worker and hires temporary workers only during peak/busy periods.

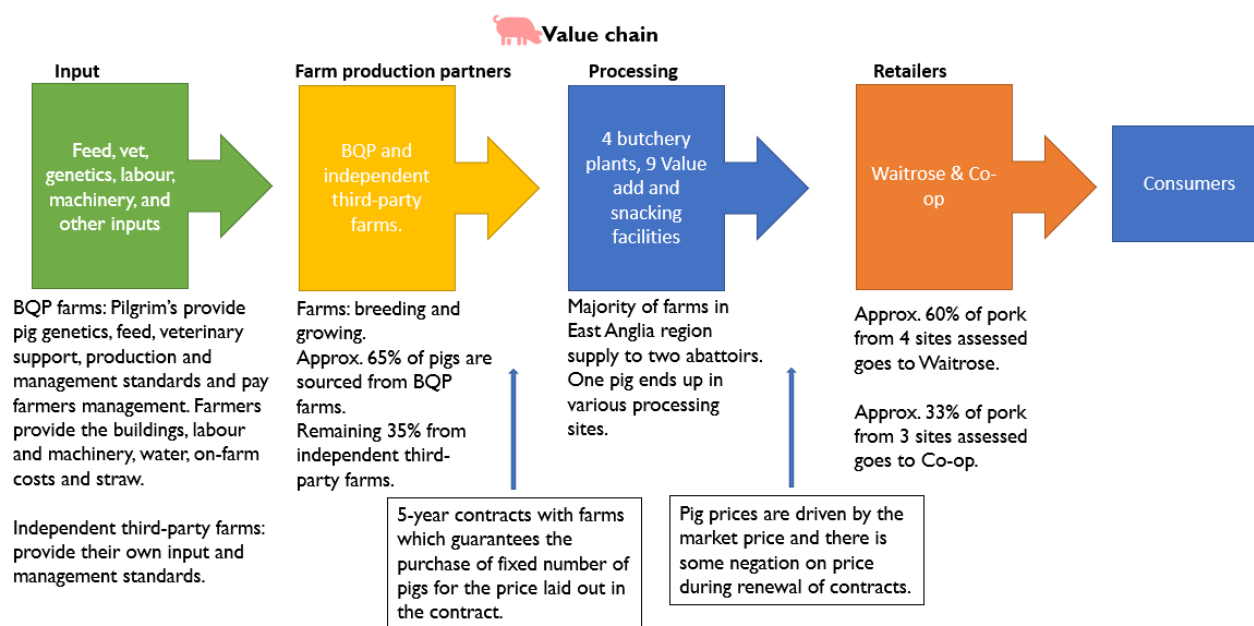


Figure 1 - Pilgrim's UK Pig value chain

Interviews with the Pilgrim's UK team found that Co-op and Waitrose supplies can come from both BQP and independent farms. The exact percentage of volume from the farms assessed going to Co-op and Waitrose is unknown. Pilgrim's UK cannot track this as the different parts of the pig can end up at multiple sites.

The following table sets out the proportion of output from each farm which is sent to each abattoir. It also shows the proportion of output from each abattoir and processing site which is sold to Co-op.¹³

Based on this, HRIA findings at 3/4 Pilgrim's UK sites have a supply chain link to Co-op. Of the farms, all 10 are linked to Co-op.

Farms	Pilgrim's UK abattoirs and processing sites			
	Abattoir 1	Abattoir 2	Processing site 1	Processing site 2
Farm 1	100%	-		
Farm 2	100%	-		
Farm 3	100%	-		
Farm 4	100%	-		
Farm 5	100%	-		
Farm 6	100%	-		
Farm 7	100%	-		

¹³ These statistics were identified by Pilgrim's and shared with Impactt.

Farm 8	100%	-		
Farm 9	-	-		
Farm 10	-	100%		
Total volume going to Co-op	30%	35%	-	35%
Total Volume going to Waitrose	70%	10%	100%	60%

Table 1 – Percentage of volume going from farms to processing and abattoir sites and split to retailers

Lamb

Pilgrim’s UK lamb supply chain involves approximately 420 dedicated independent sheep farmers, some of whom have been supplying to Pilgrim’s UK for more than 25 years.¹⁴

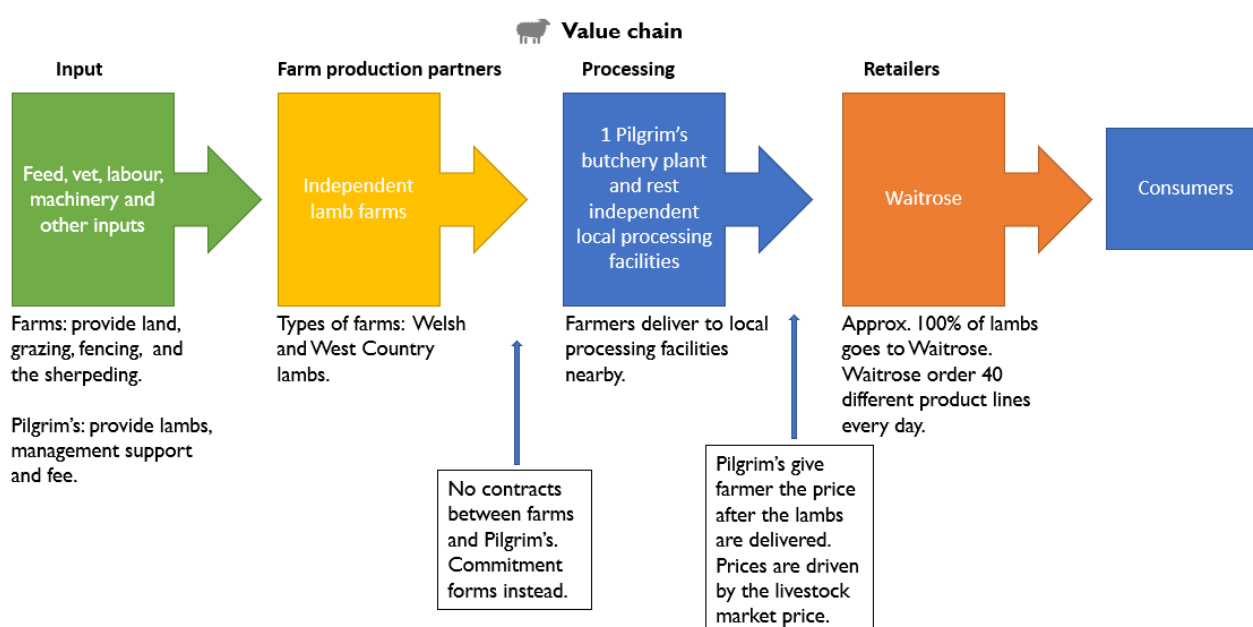


Figure 2 – Pilgrim’s UK lamb value chain

Two of the assessed farms have been classed as small, and two are medium to large. Three lamb farms have additional enterprises as part of their operations including cattle, daffodil and vegetable production.

This HRIA includes three farms in Wales and one farm in Cornwall. 100% of volume from these farms goes to Pilgrim’s UK third-party independent processing sites.

¹⁴ <https://sustainability.pilgrims.com/chapters/suppliers/beef-lamb-pork-suppliers/>

5. Summary of HRIA findings and recommendations

The following table provides recommendations for Pilgrim’s UK on key human rights areas impacted across farms and sites. These may require further conversations between Pilgrim’s UK, Co-op and Waitrose to define accountability, timeframes, work allocation and other resources (including the possible responsibilities of other retailers in the supply chain). These recommendations are based on Impactt’s experience and informed by feedback from farmers and workers across the farms and sites assessed.

5.1 Sector recommendations

	Challenge	Recommendations
Sector intervention	Pig farms: This HRIA has highlighted the interconnected dependency of the meat processing supply chain. The labour shortages at Pilgrim’s UK abattoirs and processing sites are impacting pig farms: farmers report they are losing money as they are financially penalised for sending pigs to slaughter overweight; they are doing additional work to look after the pigs that remain on the farms; and bigger pigs are causing H&S issues. With farmers also reporting their production costs going up because of increasing wages and energy prices, there is a heavy downward pressure on working conditions such as wages and H&S within the supply chain.	In Impactt’s view, farmers should not be financially penalised for pigs over a certain weight as this is not the fault of farmers alone. Pilgrim’s UK, Co-op and Waitrose and other buyers in the supply chain should create a shared understanding at an industry level to improve workers’ livelihoods and increase the sustainability of the pig farming sector. One way to do this is to continue to pay farmers bonuses if farms have been asked to keep pigs longer because of labour shortages at sites. As a best

	Challenge	Recommendations
		<p>practice, bonus payments should be backdated to farmers if they were asked to keep pigs longer and were not paid.</p>
	<p>Lamb farms: The price of lamb is determined by supply and demand, generating significant uncertainty for farmers. Farmers do not understand how prices are set, and the current low lamb prices put downwards pressure in the supply chain on working conditions such as wages.</p>	<p>Pilgrim’s UK should provide farmers regular forecasts on sales (what are selling in-store) and future demand for lambs. This could be in newsletters distributed to all farms and would help farmers to understand where the industry is going. Pilgrim’s UK could also organise regular meetings/workshops with farmers to obtain feedback on the cost of production.</p> <p>Farms that have been supplying Pilgrim’s UK for a long time (e.g., more than 10 years) could be given a loyalty bonus when prices fall below a certain level.</p>
	<p>Processing and abattoirs: As with the rest of the UK meat processing industry, Pilgrim’s UK relies on overseas or migrant workers since local British workers do not tend to apply for these jobs. Migrant workers experience differential treatment in pay, conditions, and recruitment. Some have been living in the UK</p>	<p>Migrant workers play a vital role in Pilgrim’s UK, Co-op’s and Waitrose’s meat processing supply chain. All three brands should lead the way in the industry by working together to:</p>

Challenge		Recommendations
	<p>longer, have a better command of English and are mostly permanent workers. This is particularly true of Polish and Portuguese workers. Others, especially Romanian workers, speak and understand little or no English and are recent migrants to the UK. Most temporary workers are Romanian. In general, workers' employment contracts are in English.</p>	<p>Ensure migrant workers' employment contracts are translated into their native languages.</p> <p>Promote greater social understanding at sites through the humanisation of different migrant workers and their role in the supply chain (they are not just "low-skilled" workers).</p>

5.2 Pig and lamb farms

Linkages	Human rights area	Business activity	Details	Recommendations
None-observation	Children and young workers	N/A	<p>Pig farms: Impactt has not found child labour on farms except in cases of farmers' children occasionally helping their parents on the farm.</p> <p>There are permanent and part-time young workers on farms performing various tasks.</p> <p>Lamb farms: There are permanent and part-time young workers on farms performing various tasks.</p>	<p>Pilgrim's UK, Co-op and Waitrose should work with pig farmers to put in place safeguards for young workers and for children helping their parents on farms. Safeguards should include:</p> <ul style="list-style-type: none"> • Health and safety • Roles on farms for young workers • Working hours

Linkages	Human rights area	Business activity	Details	Recommendations
				<ul style="list-style-type: none"> • Breaks and rests <p>Young workers should be provided additional occupational health and safety training by Pilgrim’s UK. BQP field people should also be part of this training as they play a role in maintaining standards on farms.</p>
Pilgrim’s UK	Regular employment is provided	Requirements on standards from farms	<p>Pig farms: Workers on some farms are without employment contracts, meaning work is being performed in the absence of a formal employment relationship. Except in one case, these are family workers. Some farmers hire apprentices from colleges and veterinary schools, temporarily or for a fixed period, as well as use local recruitment agencies.</p> <p>Lamb farms: There are family workers without employment contracts. There is also one worker who does not remember signing an employment contract and does not have a copy.</p>	<p>All workers on farms should have contracts in place, including family workers. Workers should understand if they have signed employment contracts prior to starting their job, and should have a clear picture of the terms and conditions of their employment.</p> <p>Apprentices should not be used to perform duties of a skilled worker without receiving structured and monitored training. Pilgrim’s UK, Co-op and Waitrose should identify which farms are using apprentices (starting with the farms identified in this HRIA) and determine how they are managing skill development, pay, working</p>

Linkages	Human rights area	Business activity	Details	Recommendations
				hours, etc.
Pilgrim's UK	Working hours are not excessive	Purchasing	<p>Pig farms: Workers have irregular working hours on six farms, with some working excessive hours. Working hours are impacted by activity such as moving land for pigs, workers working on other enterprises owned by the farmer particularly during harvest time, and weather conditions such as rain and heat. Lone farmers are working excessive hours, on average 14 hours a day and sometimes 80 hours a week.</p> <p>Lamb farms: Family workers work excessive hours and have irregular working hours on two farms.</p>	<p>Support farmers to assess capacity requirements throughout the year to understand how many staff farms need to meet production goals. Select a sample of mixed farms (10-20, both small and medium to large) to compare. Routinely check working hours and rest days on farms during audits. Help farmers to put in place working hour records (see Farm 3's approach as a good example).</p> <p>Carry out regular checks on whether workers and farmers take regular holidays/rest days via surveys.</p>
Pilgrim's UK, Co-op and Waitrose	Living wages are paid	Pricing	Pig farms: Workers' wages on pig farms vary, with some not earning the real Living Wage (set by the Living Wage Foundation). Reports from farmers indicate the farm's overall income has a downward	Short term: Conduct further research and targeted audits on workers' wages, including whether all workers can be paid the real Living Wage in consideration of the rising cost of

Linkages	Human rights area	Business activity	Details	Recommendations
			<p>impact on workers' wages. Workers' wages should be considered together with working hours, since hours are irregular, and workers do regular overtime.</p> <p>Lamb farms: Workers' wages on lamb farms are below the real living wage rate, and family workers are most at risk as they are working without contracts or fixed wages. Reports from farmers indicate the farm's overall income has a downward impact on workers' wages.</p>	<p>living in the UK. Pilgrim's UK, Co-op and Waitrose should agree on a process to monitor wage payments and overtime pay (including reviews of working hour records). This could take the form of an annual wage and working hours audit. Work with farmers to ensure their workers understand how wages are calculated.</p> <p>Long term: Pilgrim's UK, Co-op and Waitrose should work together to increase transparency concerning the wage-setting process on pig farms. This should include:</p> <ul style="list-style-type: none"> Understanding labour costs on farms for pig farming vs other farm work Reforming the wage-setting process on farms by referring to the living wage rate for farmers and overtime premium rates (this should apply to all workers over 18 on the farm) Providing an auditable system for wage calculations and recording workers' wage data

Linkages	Human rights area	Business activity	Details	Recommendations
				through the supply chain during audits
Pilgrim's UK	Working conditions are safe and hygienic	Requirements on standards from farms	<p>Pig farms: Issues have been found in relation to the use of PPE, the management of hazardous chemicals, livestock handling, accidents, and the provision of adequate welfare facilities such as toilets, hygienic storage and changing facilities. H&S training sessions are inconsistent across farms, with some workers trained by their employer and others by the National Farmers' Union.</p> <p>Lamb farms: There is an overall lack of consistent health and safety standards. Lamb farmers report buyers' requirements for health and safety standards is expensive, for example health and safety trainings are expensive and therefore farmers prefer to provide their own health and safety trainings to workers.</p>	<p>All workers and farmers should receive training on the following, and this should be provided by the NFU for the sake of consistency:</p> <ul style="list-style-type: none"> • First Aid • VQ Level 2 in Agriculture (including chemical handling) • Manual Handling Training • Emergency First Aid at Work • Additional training on safety for children and young workers on farms should be provided. Farms should be supported to undertake risk assessments proactively to understand which areas of farms pose greatest risk to health and safety.

Linkages	Human rights area	Business activity	Details	Recommendations
Pilgrim's UK, Co-op and Waitrose	Right to health	Purchasing	<p>Pig farms: Farmers' mental well-being is impacted by being forced to kill pigs themselves, as well as by a lack of communication from buyers. The latter was exacerbated during the COVID-19 pandemic, as meetings and workshops held by buyers were paused.</p> <p>Lamb farms: Farmers mental wellbeing is impacted by uncertainty associated with lamb price fluctuations.</p>	<p>Pilgrim's UK, Co-op and Waitrose should resume workshops paused because of COVID-19. These should be held in a variety of locations where farms exist, as there is a risk of isolating farmers who are based outside the areas where most pig farms are concentrated.</p> <p>Workshops could cover:</p> <ul style="list-style-type: none"> • Issues affecting all farmers in Pilgrim's UK supply chain (so that farmers do not feel isolated in facing these challenges) • Feedback from farms (opportunity to listen) • Exercises to understand what type of well-being support will help different farmers
N/A	No harsh or inhumane treatment		No case of harsh or inhumane treatment at farms was found during the HRIA. Because of a lack of effective grievance mechanisms, is not possible to	See "Access to grievance mechanisms and right to remedy" below for related recommendations.

Linkages	Human rights area	Business activity	Details	Recommendations
			say that such treatment does not occur.	
N/A	Freedom from slavery and forced labour		While no confirmed cases of forced labour have been found, there are issues that could lead to exploitative working relationships and forced labour. These include language barriers for migrant workers, cases of workers working without employment contracts, lack of due diligence on local recruitment agencies and family workers working excessive working hours.	Pilgrim's UK can ensure no forced labour exists by addressing the risk factors highlighted here.
N/A	No discrimination is practiced		There was no evidence of directly discriminatory practices. However, Impactt observed the absence of private and nearby sanitary facilities on farms which is a form of gender discrimination.	Pilgrim's UK, Co-op and Waitrose should work together to develop gender-sensitive sustainability standards to promote gender mainstreaming and empower women on farms. Standards should include access to clean sanitation on farms, safety (considering the remote location of farms), transportation and access to effective grievance mechanisms.
Pilgrim's UK	Freedom of association and collective		Access to worker representation and collective bargaining was found to be a salient issue across all farms. None of the workers was union member, and	Ensure all workers are aware of their rights, including the right to collective bargaining. In the absence of worker representation and other

Linkages	Human rights area	Business activity	Details	Recommendations
	bargaining		there was no other form of worker representation on farms. This situation implies a lesser degree of protection for workers’ rights and working conditions. However, there is no evidence to suggest that workers are prevented from forming or joining unions or worker representative committees.	collective bargaining mechanisms, ensure workers have access to effective grievance mechanisms to raise issues/concerns. See “Access to grievance mechanisms and right to remedy” below for further recommendations.
Pilgrim’s UK	Access to grievance mechanisms and right to remedy		The primary way workers raise issues and concerns is informally and verbally with the farmer or a manager. While workers do not complain of problems with reporting issues this way, the lack of alternative options for workers is a concern. This is particularly the case because family workers can solve/remediate issues at home and therefore have some advantage over other workers. Workers also lacked awareness of external grievance mechanisms available to them (the Speak Up line).	<p>Pilgrim’s UK should undertake research and engagement with different types of workers (migrants, family workers) about the best mechanisms for raising concerns. Ensure workers are aware of existing grievance mechanisms (such as the Speak Up line) and how issues will be dealt with that are raised through the grievance line in awareness raising sessions. The grievance mechanism should allow workers to raise issues and concerns in a confidential manner should they wish.</p> <p>Farms should keep records of grievances and how they have been resolved.</p>

5.3 Abattoirs and processing sites

Linkages	Human rights area	Business activity	Details	Recommendations
Pilgrim's UK	Regular employment is provided	Purchasing and Requirements on standards from sites	<p>Workers' contracts are not consistently translated into their native languages. Pilgrim's UK translation service is not consistently available at the point of recruitment.</p> <p>Employment contracts are confusing to many. Several workers either do not know whether they have contracts, or do not know the criteria for gaining a permanent contract. A recruitment agent reports contracts are 17 pages long and use complex terminology.</p>	<p>Pilgrim's UK should circulate translations of contracts to all workers and provide translations for all new contracts in the future. Verify that recruitment agents are providing such translations by regularly interviewing samples of workers. Pilgrim's UK translation service should always be available at the point of recruitment.</p> <p>Contracts should be written according to Plain English Campaign guidelines.</p>
Pilgrim's UK	No recruitment fees or related costs are paid	Purchasing	<p>Recruitment fees and related costs, which can create a risk of debt bondage or similar, effectively coercive situations, are present in the hiring process. During the assessment, migrant workers from Uzbekistan and Belarus reported they had paid such costs. Impactt referred the case to Pilgrim's UK, and Pilgrim's UK states that</p>	<p>As a best practice, all current workers who have paid recruitment costs should be eligible for repayment, regardless of when they were recruited and when they paid fees. See Impactt's Principles and Guidelines for the Repayment of Migrant Worker Recruitment Fees and Related Costs.</p>

Linkages	Human rights area	Business activity	Details	Recommendations
			it has subsequently repaid these.	
Pilgrim's UK Co-op and Waitrose	Working hours are not excessive	Purchasing	<p>Overtime is optional at all sites and paid at a higher rate. This is good practice.</p> <p>However, the average number of hours worked per day is high, according to worker reports. Management corroborates this, pointing to labour shortages. Due to the intensive nature of the work, this leads to workers being overtired and should be seen as excessive.</p>	<p>Pilgrim's UK, Co-op and Waitrose should work together on on-site production demands throughout the year, including peak periods and benchmark permanent employee numbers required to meet retailer demands within regular working hours.</p> <p>Co-op and Waitrose should ensure all product orders and changes to orders are communicated to Pilgrim's UK sites at least two days beforehand, to allow site managers to check the availability of workers and plan for work.</p> <p>Pilgrim's UK should continue its efforts to resolve labour shortages at its sites.</p>

Linkages	Human rights area	Business activity	Details	Recommendations
Pilgrim's UK	Living wages are paid	Pricing and Requirements on standards from sites	<p>Living wages (as per the Living Wage Foundation rate of £9.90) are paid at all sites, according to management records. However, multiple workers at three separate sites report lower wages. Impactt assesses this is likely to represent a misunderstanding of how wages are paid.</p> <p>A significant number of migrant workers claim to experience wage discrimination, but management asserts disparities are due to skill levels and time served. Based on Impactt's assessment, wage differences are likely based on worker skills and roles at the site and migrant workers low awareness of this.</p>	<p>Pilgrim's UK should verify that management records are correct and ensure workers fully understand their pay and deductions. Pilgrim's UK should focus on migrant workers recruited through agencies to understand how much they are paid and if any deductions are made to their salaries.</p> <p>Pilgrim's UK should implement and communicate to workers clear and consistent wage criteria to dispel doubts around wage discrimination. Work with recruitment agencies to ensure all the workers they recruit understand how their wages are calculated.</p>
Pilgrim's UK	Working conditions are safe and hygienic	Purchasing and Requirements on standards	There are several positive findings relating to health and safety. Abattoir workers handling knives can take regular breaks to help their concentration. All workers are provided H&S	Pilgrim's UK should require adequate task rotation to prevent injury resulting from repetitive work. Pilgrim's UK should ensure PPE to counter cold temperatures is

Linkages	Human rights area	Business activity	Details	Recommendations
		from sites	<p>training during induction. At the time of assessment, COVID-19 tests were being carried out during day shifts, and start times and breaks were staggered. Workers are provided earplugs to protect against the loud noise of the machinery.</p> <p>However, working conditions including long hours standing up and repetitive work, with (on one, particularly demanding Abattoir 2 line) insufficient task rotation, lead to back and shoulder pain, as well as other musculoskeletal problems. At one site, insufficient PPE is provided to deal with the cold temperatures. Insufficient hygiene standards are being maintained at toilets and canteens.</p> <p>3/4 sites conduct regular risk assessments, but one site's management (Abattoir 2) reports conducting risk assessments only in response to</p>	<p>consistently available. Pilgrim's UK should encourage workers to make use of free medical check-ups.</p> <p>All workers should receive the same training. Pilgrim's UK should consolidate inductions and H&S training, and site managers, not recruitment agencies, should provide this. Agencies may not be as experienced or knowledgeable with respect to Pilgrim's UK requirements and how to implement these at the sites.</p> <p>H&S managers from similar sites should also have regular meetings together for knowledge sharing.</p>

Linkages	Human rights area	Business activity	Details	Recommendations
			accidents. Such assessments should be carried regularly.	
Pilgrim's UK	No harsh or inhumane treatment	Requirements on standards from sites	<p>While workers at some sites experience a positive atmosphere at work, multiple workers at one site have been shouted at over the pace of their work. Multiple workers also identify issues of favouritism.</p> <p>As noted in "No discrimination is practiced", one worker reports being mocked for her level of English. This is an issue particularly for migrant and agency workers.</p>	<p>Pilgrim's UK should make it clear to supervisors that shouting at workers is unacceptable, as is favouritism.</p> <p>Supervisors should be provided capacity building training as they work and manage different migrant workers from various nationalities. Impactt recommends the RESTART (better communication between workers and managers, rehumanising the workplace) training.</p> <p>Improving the accessibility of grievance mechanisms will also help with this issue.</p>

Linkages	Human rights area	Business activity	Details	Recommendations
Pilgrim's UK	Right to health	Purchasing and Requirements on standards from sites	The mental health of workers is impacted by long working hours and the small number of rest days, which take away from time workers can spend with their families. Migrant workers struggle to obtain access to healthcare because of unfamiliarity with the UK healthcare system and language barriers.	<p>A proactive program of support for migrant workers should include helping them to access the health system.</p> <p>Pilgrim's UK should continue its efforts to address labour shortages, as excessive working hours are harmful to workers' mental and physical health.</p>
None - observation	Freedom from slavery and forced labour	N/A	<p>While no confirmed cases of forced labour were found, Impactt found issues (related to the ILO forced labour indicators) that could create a risk of forced labour:</p> <p>Migrant workers speak and understand no English and rely on other workers or agency representatives ("abuse of vulnerability").</p> <p>Some migrant workers report they do not have employment contracts, or have signed documents but are unsure of the content because of language barriers ("deception").</p> <p>Reports of workers paying recruitment-related</p>	<p>Ensure all workers possess and understand their employment contracts. This could include translating the contracts and providing a learning session to discuss the contents. Future contracts should be written in plain English and translated into workers' native languages. Ensure recruitment agencies have similar policies.</p> <p>Encourage workers to make use of the translation service and train supervisors on its importance, as well as on the vulnerabilities</p>

Linkages	Human rights area	Business activity	Details	Recommendations
			costs (“debt bondage”).	experienced by migrant workers. Communicate to site managers the risks and indicators of forced labour, referring to the ILO Forced Labour Indicators. ¹⁵
Pilgrim’s UK	No discrimination is practiced	Requirements from sites	Impactt has found evidence of perceived and actual discrimination at all Pilgrim’s UK sites. This is mostly the case for migrant workers, who report they are at a disadvantage in relation to local British workers or other migrant groups.	Train managers and supervisors on avoiding discrimination and favouritism. Encourage employees to use the Speak Up helpline and investigate cases brought forward. This could include warnings or disciplinary action for managers found to have breached the anti-discrimination policy.
Pilgrim’s UK	Freedom of association and collective bargaining	Requirements from sites	Migrant workers across the sites lack bargaining power as they are not members of unions or committees. However, there is no evidence that workers are actively discouraged from forming unions.	Ensure all workers are aware of their rights, including the right to collective bargaining. In the absence of worker representation and other collective bargaining mechanisms, ensure workers have access to effective

¹⁵ https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---declaration/documents/publication/wcms_203832.pdf

Linkages	Human rights area	Business activity	Details	Recommendations
				grievance mechanisms to raise issues and concerns. See "Access to grievance mechanisms and right to remedy" below for further recommendations.
Pilgrim's UK	Access to grievance mechanisms and right to remedy	Requirements from sites	<p>All workers but one across all sites are unaware of the Speak Up helpline and report they raise their grievances directly to a manager/supervisor or agency representatives. None of the workers reports satisfaction with either grievance mechanism. Migrant workers face more obstacles because of language barriers.</p> <p>Agency workers rely on agency representatives at sites to address their grievances and issues at work. Agency representatives speak some workers' native languages and not others, which may lead to differential treatment in terms of remediation.</p>	<p>All workers at sites should be made aware of existing grievance channels available to them, including the Speak Up helpline, through awareness-raising sessions on how the different grievance channels work and how migrant workers with language barriers can access these channels.</p> <p>Materials such as videos on grievance mechanisms should be part of workers' inductions.</p>

6. Cross-cutting themes

6.1 Worker profile at Pilgrim's UK Sites and Farms

Pilgrim's UK sites

Approximately 60% of workers across the four sites are migrant workers.¹⁶ Workers are from Bulgaria, Romania, Lithuania, Slovakia, Latvia, Poland, Portugal, Brazil, and recently Uzbekistan and Belarus. Impactt therefore focused on migrant workers for the interviews. Meat processing and abattoir work is characterised by the performance of manual, repetitive tasks. This work is considered "low skilled", requiring minimal work experience or knowledge. This term is used frequently among management at Pilgrim's UK sites when referring to migrant workers' roles.

The workforce at the processing sites and abattoirs is male dominated, with only 36% of workers across the four sites being women. This creates a risk of discrimination in work allocation and promotions, as well as of harassment. For example, at abattoirs and processing sites, the butchery lines are mainly male workers. In contrast, female workers are generally in the cutting, deboning and packaging lines, or else are cleaners. Most supervisors at abattoirs and processing sites are male.

Worker journey

Migrant workers at Pilgrim's UK sites are usually recruited within the UK through one of four recruitment agencies engaged by Pilgrim's UK. Most migrant workers interviewed do not speak or understand English sufficiently well that they could communicate with Impactt without assistance. Compared to other migrant workers, Romanian and Bulgarian workers speak and understand less English. They rely on their recruitment agency or other workers to help them to interpret and translate. This creates a risk of exploitation and discrimination.

Migrant workers report that they found their jobs through family or friends who worked at the site, or through social media (particularly Facebook community groups). Both of the recruitment agencies interviewed report that they advertise jobs mainly in Facebook community groups, as this is what workers mostly look at, as well as on other job boards such as Indeed. Workers are recruited on temporary, 12-week contracts. Depending on their performance, workers might then be offered permanent employment contracts. If a worker's performance is poor, they will not be offered a permanent position. Nevertheless, all site human resource

¹⁶ Based on workforce data received from Pilgrim's on 31 March 2022

(HR) managers say that, due to labour shortages at Pilgrim's UK sites, they are keen to offer permanent positions to temporary workers.

Migrant workers from Uzbekistan and Belarus are recruited through international charity Concordia under the Seasonal Worker Scheme.¹⁷ Workers are interviewed by agency representatives in their home countries and submit a video demonstrating their skills during the recruitment application process. Three out of five workers interviewed do not speak or understand English. Workers report they saw job advertisements on social media, e.g., Instagram. One worker found out about the job through another agency.

Accommodation and transport

Migrant workers within the UK have been relocated by the recruitment agency and Pilgrim's UK to work at Pilgrim's UK sites. As sites are often in industrial areas and migrant workers live further away from towns and cities, workers either carpool or take a bus provided by the recruitment agency. Migrant workers arriving from Uzbekistan and Belarus are provided accommodation by Pilgrim's UK. Pilgrim's UK recharges some of the rent to workers.

Farms

Four migrant workers (from Bulgaria, Romania, Poland and Lithuania) have been found on four pig farms. Family members are commonly found on the farms, working either full time, part time or ad hoc. Four family workers (children, nieces or nephews of farmers) have been found on three farms, working full-time or part-time.

On pig farms, most workers are male. In Impactt's view, the overall lack of female workers is due primarily to the setup of the farms (remote locations and manual work). Where there are female workers, they are family members of the farmer, either a wife, daughter or niece, so they live either on the farm or nearby. Female workers usually take care of the farm administration like HR roles or submitting documents and invoices, which is considered more of a women's role.

Only two farms out of 10 were owned and managed by women. One was managed by a husband and wife, and the rest were run by men. One female farmer reports discrimination against women in the farming sector is quite common. The farmer describes a time when she was buying a new tractor and was asked repeatedly by the sales representative if her husband or another male farmer would join, "implying that [she] was ill equipped for the task".

¹⁷ Concordia is one of the operators selected by the UK government to deliver Seasonal Worker Pilot Scheme and recruit workers.

Six migrant workers have been found on one lamb farm, but these work on other farmer-owned enterprises. The workers are Lithuanian, Latvian, and Bulgarian. Three family workers have been found on farms, working either full time or part time.

On the assessed lamb farms, only two workers are female, each either the daughter or niece of the farmer and doing administrative work in addition to manual farm work. All four lamb farms are owned and managed by men.

Worker journey

Migrant workers on pig farms say they found their positions on farms through a previous employer who is close friends with the farmer, through other friends in town, or through an advertisement on social media. Farmers also recruit temporary workers through local recruitment agencies, particularly during peak seasons.

Accommodation and transport

Permanent migrant workers on farms are settled in the UK and live with their parents or wives and children. Farms that hire seasonal workers through an agency to work on other enterprises on farms provide caravans and other housing on the farms. These are shared with other workers in groups of four to five.

6.2 Farmers' general wellbeing

Most farmers report farming as their primary occupation. Seven pig farmers report having worked in farming almost their whole life. Four lamb farmers report only ever having worked on farms. Farmers either took over their businesses from parents who were farmers or started working on farms from a young age. Farmers who have only worked on a farm are dependent on farming work as they do not have other work experience. Farmers are also mostly older when compared to the workforce. Six pig farmers and four lamb farmers were over the age of 40. In this report, we consider a young farmer as anyone above 18 and under 40 years old based on the UK government young farmer payment scheme definition¹⁸.

Age range	No. of pig farmers	No. of lamb farmers
Under 30	1	-
30 to 39	1	-
40 to 49	11	11
50 and over	11	11
<i>Unknown</i>	1	-

Table 2 – Average age of pig and lamb farmers

All pig and lamb farmers interviewed consider farming to be not just a job, but a lifestyle. Farmers live where they work, sometimes with their families on the farm or nearby farms. The farms are all in remote areas because the land needs to be suitable for the livestock, and because communities may object to the smell that can be associated with pig farms.

When interviewed, farmers did not always openly talk about their mental well-being. However, during the assessment, all eight farmers alluded to factors that can cause a lot of stress in the industry. The farmers interviewed are affected by some of these factors.

Pig farmers

Three main issues were identified by the pig farmers as affecting their well-being:

Loneliness: There is a lack of other people to talk to and socialise with on farms, especially if a farmer is alone and has no workers.

High levels of responsibility: Farmers feel unable to take regular rest days or holidays because they have the ultimate responsibility of running the farm and ensuring pigs are looked after.

Long working hours: All farmers reported they work long hours, but this comes with the job. In cases where the farmer is alone, their working hours could even be longer.

There seems to be a correlation between the age of farmers and their perception of these factors. Older

¹⁸[Basic Payment Scheme: Rules for 2021](#)

farmers (particularly those over 40) consider the long hours to be part of the “lifestyle”, while young farmers who are new to farming may find the hours, isolation, and level of responsibility more challenging.

Lamb farmers

Three farmers report that the fluctuations in lamb prices creates uncertainty, which can cause farmers stress. As lamb prices are set weekly and not fixed, it is difficult for farmers to make long-term plans challenging.

7. Corrective Action Plan

Based on the findings, Pilgrim's UK, Co-op and Waitrose have developed a joint HRIA Action Plan which is detailed in a separate document.



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